



### **AMENDMENT TO CONTRACT**

The details contained in this document form a binding amendment to the Contract referenced below between the Contractor and the Secretary of State for Communities and Local Government (“DCLG”).

Contract title : Communities Support Programme Advice Service and Network (Lot 1)

Contract reference : CPD/004/109/036A

Purchase order no. : 4500332993

Contractor : Locality

Amendment no. : 4

Effective date of amendment : 1 November 2016

Details of amendment : This amendment is a correction to Contract Amendment no.3 to include the full value of the work to be carried out during 2016/17 (£659,790), with the total contract value now being £1,172,964.25 (excluding VAT).

The total value of the Contract is increased by a further £513,174.25 to reflect the full value of the work in relation to Neighbourhood Planning Champions, bi-annual asset count (Community Rights Map) and capacity building programme in 2016/17. Full details of this work and the deliverables are set out in Appendix 1 of this Contract Amendment no.4. Costs will be charged as set out in the Price Schedule (Appendix 2 to this Contract Amendment no.4).

Contract value prior to this amendment : £659,790.00 (excluding VAT) – as set out in Contract Amendment no.3

Maximum value of this amendment : £513,174.25 (excluding VAT)

Revised value for the Contract : £1,172,964.25 (excluding VAT)



Department for  
Communities and  
Local Government

Terms and conditions : All other terms and conditions remain the same for this Contract.

<b>FOR AND ON BEHALF OF THE SECRETARY OF STATE FOR COMMUNITIES AND LOCAL GOVERNMENT</b>	<b>FOR AND ON BEHALF OF THE CONTRACTOR</b>
Name:	Name:
Title	Title:
Signed:	Signed:
Date:	Date:

Community Support Programme 2016/17Lot 1: Advice Service and NetworkAMENDMENTS TO LOT 1 CONTRACT - Locality/DCLG Agreed Programme 2016/17**1. My Community website - website redevelopment**

Locality shall restructure the website so that it is no longer structured around specific programmes but provides access to themed content in a user-friendly style. The restructure will deliver improved search functionality and will encourage repeat visits through the provision of an interactive knowledge hub/online forum.

The Neighbourhood Planning advertising campaign in May will now be supported by a separate (micro) site developed by Saatchi in partnership with Locality's comms and NP teams. This means that Locality can focus on the redevelopment of the overall website.

Initial design specification has been agreed by DCLG and Locality and comprises the details below. The final specification, user requirements, schedule of work and timetable will be confirmed with DCLG on appointment of a web agency.

## Phase 1

- Review of overall website structure and design.
- Template established for 'tiered' content.
- Re-purpose text into bite sized chunks (e.g. use of accordion menus).
- Navigation reworked to start from a non-programme associated 'user' perspective, featuring logical, tiered information (e.g. "I want to take action"; "what can I do about x, y, z?"; through to in-depth technical advice), with a consistent approach to information and layout.
- Improved search function, tagging and metadata.
- Increasing 'stickiness' of the site through enhanced interactivity and updates (e.g. rolling news section).
- Rationalising and repurposing all existing resources, case studies and toolkits.
- Review homepage features to ensure that new/popular content/news is highlighted.
- Make all related content on sidebars relevant.
- Searchable stories + map (map updated by DCLG).
- Updated images.
- Remove heading on sections with no content.
- Increase reciprocal links to other relevant websites.
- Overhaul of all content and migration of resources to new design structure.
- Systematic overhaul of all (remaining) written content to ensure it is clear, accessible, up to date and relevant.
- New template will allow us to build in new programme content as necessary. The parameters for changes that will be considered within scope of contract and outside scope of contract to be agreed by DCLG and Locality in advance.
- Create a new funding sources page - DCLG to provide content.
- Update and refresh case studies.
- Signpost the network, forum and champions more effectively from all pages.

## Phase 2

- Knowledge hub/self-help section: including searchable resource library (see example [here](#)).
- Interactive section will take users on a path which answers their questions via online information, live chat or linking them up with other network members (user, login and forum). Knowledge hub will include private area for - for example - champions networking.

### 2. My Community website - Ongoing digital updates and editorial strategy

- Locality to develop and deliver a strategy for generating new content and producing online activity (e.g. blogs, webinars, Q&As, chats, competitions) to capture new visitors and generate repeat visits. To include plans for more engaging online content, live webinars, 'on demand' content (e.g. video guides, bitesize learning, interviews with experts). To be supported with budget for commissioning external content from programme partners and external sources/experts.
- Further updates to the website to be carried out quarterly - all changes agreed between DCLG and Locality to be implemented with one month.
- Locality to undertake a Search Engine Optimisation exercise to ensure that MyCommunity website is as high as possible for agreed terms, including community rights, neighbourhood planning, and others to be agreed.

### 3. My Community Network - Online MyCommunity Forum

Given our experience to date, it is our strong preference to integrate the MyCommunity forum with the redeveloped MyCommunity website (See above):

- New forum and self-help section will replace Just Act and will be incorporated into the redeveloped website and linked to the searchable resource library.
- Locality will manage and promote online forum, and online activities to retain and drive up membership and online engagement, supported by our online communities manager. This will complement - and be integrated with - offline network activities.
- Having a forum function that is not fully integrated into the MyCommunity website is not helpful in terms of the user journey - it creates an unnecessary layer of difficulty and means that users leave the MyCommunity site, when we want to increase the time they spend on the site.
- Now that the offline aspect of the network is being delivered in-house (after the closure of the Community Development Foundation), separating the online aspect of the network becomes even more dislocated. For example, e-marketing coming from different sources is potentially confusing, while the transition between online and offline engagement will be more complicated.
- MyCommunity is experiencing upward growth in traffic (16k monthly visits) and we expect that trend to increase in 2016-17. This will be supported by offering an improved knowledge hub function.
- Greater integration with the MyCommunity Advice Service, where people can access resources, talk to each other and experts - a 'go to' hub for community rights - will mean a simpler user journey as well as supporting our 'digital first' approach to delivering the Advice Service.

- 1,000 subscribers already receive regular newsletters via MyCommunity. We plan to integrate them with those currently registered with the online network instead of having to communicate with them separately.

#### **Just Act options**

- Locality has met with Crowdfunder, which has taken on ownership of Just Act, to explore joint working opportunities. A further meeting will take place on 21 April. We have not yet received a quote for delivering the online forum.
- As we do not own or have control or jurisdiction over Just Act our experience is that working with a third party creates a layer of challenge around quality and cost. We expect the in-house option to be more efficient and cost-effective.

#### **4. My Community - Communications and promotion**

- Production and delivery of a communications strategy for driving new traffic to the website, advice service and forum, including through social media, offline promotion, using partner and stakeholder networks.
- Based on positive results in the current contract we also propose allocating additional budget towards advertising/paid-for promotion. To include:
  - Online promotion of website, network and advice service, including google adwords, boost posts and promoted posts on Facebook
  - Paid for PR/media work (e.g. NP radio days).

#### **5. My Community Network - My Community Champions & Neighbourhood Planning Champions**

- Locality will:
  - Develop and deliver a strategy for management, retention, recruitment, training and support of MyCommunity Champions, building on the recently agreed revised approach under the current contract.
  - Clearly define role and asks of the champions, including running local offline networks, speaking at events and participation in online MyCommunity Forum. A budget to cover champions expenses to attend 1-2 events will be included
  - Deliver a programme of training, capacity building and events for champions throughout the year. Programme format and quantity to be subject to change in response to demand and ongoing evaluation.
  - Explicitly invite Community Organisers and UnLtd award winners to become Champions
  - Produce a comms plan for communicating with champions.
  - Produce a map of champions with clear ways for people to contact them either directly or via Locality (subject to approval by champions).
  - Recruitment of new champions will be dependent upon agreements with other community rights programmes. DCLG to facilitate this (Lot 1 has not previously been responsible for champion recruitment).

- Most important (measured through targets) will be retaining the champions from 2014-16 so that they are empowered and enabled to support community groups going forward, using the expertise they have gained through previous participation in a grant-funded programme. Retention to be dependent on working in partnership with other programmes (within and external to Locality) to provide opportunities for involvement and may require facilitation by DCLG. Retention targets to be based on baselines agreed in advance between Locality and DCLG
- In addition, Locality to take responsibility for the management, recruitment, retention, training and support of Neighbourhood Planning Champions, including running on and offline events and capacity building. Agree budget, baseline figures, targets, timing and volume of activity in advance to ensure this programme is deliverable.

NB: These plans are based on our current understanding of numbers. Level of champion support to be reviewed should volume increase significantly as a result of unknown factors, for example through the introduction of new programmes.

## 6. My Community Network - offline networks

### My Community Networks

With an eye on sustainability following the end of DCLG-funded programmes Locality will broaden the definition of network members to also include organisations such as Locality's members, those participating in forthcoming programmes (e.g. the Pipeline and Inception programme) and those involved in related activities (e.g. Renaisi, ACRE, CPRE events).

We propose to integrate existing Network members more closely into Locality's own member network activity (e.g. regional network meetings, thematic member groups). This will create added value for all parties, driving self-sustaining local activity, the formation of new relationships, opportunities to develop shared content, campaigns and learning. It will also reinvigorate our existing work and add to local intelligence.

We propose growing the network through:

- Creating a transition strategy to migrate current network members (1004 names currently registered on Just Act, as well as those involved in other programmes, especially continuing to engage with Our Place and First Steps).
- MyCommunity local networks/hubs to build on the MyCommunity hubs set up in 2015/6.
- Sustained outreach and engagement to new community groups who are already on a developmental journey (i.e. have some form of constitution), through increased media and communications activity - both paid for and PR.
- Improved integration with existing networks e.g. we are already entering into closer working relationship with NAVCA and ACRE; increasing outreach to other relevant stakeholders (e.g. heritage, sport, Renaisi); continuing our formal communications & stakeholder engagement partnership with NALC, NAVCA and LGA.
- Communications and engagement strategy in place in build better and maintain engagement offline and online e.g. segmented email.
- This will be resourced through Locality's membership team, with expertise drawn in from Locality staff as appropriate (e.g. on content, meetings, presentations).

### Network activity and events

We propose using a member of staff to build and manage the offline network, driving quality and ensuring standards. Our experience is that Champions will attend and speak at events - although both CDF reporting and anecdotal feedback from recent events supports the view that be unlikely to be able to organise, promote and run the events - and we will work with Champions to encourage them to share their expertise with the network.

- Organise a minimum of 1/maximum 2 non-Neighbourhood Planning hub events per 9 government regions = 9-18 events.
- Events will complement but be additional to Locality member events e.g. make use of the same venue and experts but operate two separate half day events for different audiences.
- All events will be designed to meet the needs and interests of the My Community Network with ongoing feedback and evaluation demonstrating impact.
- We reserve the right to amend the events programme in response to demand and feedback and undertaking a review of external costs (e.g. should costs for an event increase due to demand).
- DCLG to advise budget, targets, timing and volume of activity in advance to ensure this programme is deliverable.
- Rather than investing in national networking events for MyCommunity members, Locality will source opportunities to take MyCommunity website, network and advice service to new audiences by attending 3<sup>rd</sup> party events and conferences.

### Neighbourhood Planning Networks

- Drive the dedicated Neighbourhood Planning Network through the creation of a communications and engagement strategy and working with NP Champions to extend peer to peer support for NP groups.
- Manage programme of events, estimate 1 minimum/2 maximum per annum per 9 government regions = 9-18 events, subject to demand.
- Locality will work with DCLG and other partners to secure expert speakers/content at events.
- We reserve the right to amend the events programme in response to demand and feedback and undertaking a review of external costs (e.g. should costs for an event increase due to demand).
- Manage a pot of funding (£32k) to cover costs of events and expenses where Champions/groups wish to run their own hub activities.
- Neighbourhood planning network costs to come from neighbourhood planning mobilisation budget transferred into CR Lot 1 contract budget.

## **7. Elements unchanged from existing contract**

- Advice line and live chat to continue as follows:
  - Given its proven high value to end users and low unit costs, we believe that there is continued justification for a manned phone line for the traditionally busier morning hours Mon-Thurs, but propose stepping back from a Friday service, the quietest day of the week (with a typical 40% reduction in calls)). However, in order to improve triage and efficiency, we propose a 'digital first' approach to enquiries, promoting live chat and web forms first and foremost. We also propose developing a new 'Ask us' service on the MyCommunity social media channels to help mitigate any issues from slightly reduced phone hours.

- We also propose broadening promotion of the advice service to include Locality's members and other relevant stakeholders, driving cross-promotion and cross-fertilisation of the Community Rights and wider community agenda. We will support this new, shared resource approach by leveraging in support from Locality's existing Membership and Services teams.
- Customer Relationship Management system.
- Everything else not specifically mentioned above.

Strategic planning: timeline

Workstream	Activity	Timescale
My Community website - web redevelopment*	Phase 1 - review & repurpose overall website structure and design  <i>*final schedule of work and timetable to be confirmed on appointment of web agency</i>	Date TBC April - July 2016
My Community website - web redevelopment*	Phase 2 - launch knowledge hub/self-help/Interactive section  <i>*final schedule of work and timetable to be confirmed on appointment of web agency</i>	July 2016
My Community website -digital updates and editorial strategy	Develop and deliver new content strategy  Further updates to the website carried out quarterly	Initial plan forms part of comms strategy - 13 May 2016  Ongoing - performance against targets reviewed quarterly
My Community Network - online MyCommunity Forum	Integrate the My Community forum with the redeveloped MyCommunity website (See above phase 2 web development)  Locality and DCLG to agree transition arrangements and strategy for migrating Just Act Network members to the new knowledge hub	July 2016  End May 2016
My Community - communications and promotion	Communications strategy and action plan	12 May 2016  Performance against targets reviewed quarterly
My Community Network - My Community Champions & Neighbourhood Planning Champions	Strategy for recruitment, management, and engagement of My Community Champions and Neighbourhood Planning Champions + proposals for management of NP funding pot	My Community Champions - 12 May 2016  NP Champions strategy & Action Plan - end May 2016
My Community Network - offline networks	My Community event and network engagement plans  (interim arrangements e.g. access to events and regular newsletters ongoing from 1 April 2016)	End May 2016
Neighbourhood Planning Networks	NP Network event and network engagement plans	Mid June 2016
Advice line and live chat	Service ongoing, as per proposals	Ongoing

Targets and payment by results

<b><u>Metric</u></b>	<b><u>Target 2015/16</u></b>	<b><u>Actual 2015/16</u></b>	<b><u>Target 2016/17</u></b>
No. of unique website visitors	95,000	107,537	130,000
No. of sessions	150,000	176,027	200,000
% of first time website visitors	50%	59.1%	50% (we want repeat visitors from within the network)
Length of time spent on website	N/A	2.4 mins	2.8 mins
No. of MyCommunity Network members	N/A	1004	2000
No. of active MyCommunity Network members	500	553	600 (we will have to work to retain existing levels + increase levels of engagement)
No. of online activities (e.g.: blogs, webinars, Q&As, chats, competitions) delivered	N/A overall  12 online sessions	350 resources  50 weekly newsletter + special edition emails (approx)  129 blogs + competitions, social media and radio campaigns  Online sessions: 67 ad hoc; 20 scheduled	Resources will reduce in number, with closure of programmes  Comms plan to propose: weekly newsletter; fortnightly blogs; monthly new resources  Online sessions: 12 scheduled + ad hoc conversations moderated daily
No. of new MyCommunity Champions	N/A		
% of new MyCommunity Champions not recruited through grant programmes	N/A		20%
No. of MyCommunity Champions on record in March 2016	N/A	188 on record	
No. of retained MyCommunity Champions following July 2016 review/to feature on map	N/A		TBC July 2016
% of active retained MyCommunity Champions	N/A		50%
No. of new Neighbourhood Planning Champions	N/A		
No. of Neighbourhood Planning Champions retained from 2015/6 (figure last reviewed in May 2016)	N/A	78	To agree retained figure following mailout to NP Champions

<u>Metric</u>	<u>Target 2015/16</u>	<u>Actual 2015/16</u>	<u>Target 2016/17</u>
% of active Neighbourhood Planning Champions	N/A		50% of agreed baseline
No. of enquiries to Advice Line	100 per month (from all sources)  60/40 split between all other methods & telephone. Target should include transition to 'digital first' approach, not increasing the volume of telephone calls?	Exceeded  Total enquiries: 2,117 = average 176 per month	100 min – 200 max
% of enquiries responded to within 10 days	97%	Met or exceeded	97%
No. of Neighbourhood Planning regional networks delivered	N/A		9 (1 per region)
No. and geographic spread of bids received for Neighbourhood Planning local networks	N/A		9 (1 per region)
No. of My Community Network events			18 (2 per region – amendment by mutual agreement e.g. to resource a larger event)

- It is agreed that there will be a system of service credits if these targets are not hit by March 2017. These will be provided by DCLG to Locality during the contract period for 2016/17.

