

Chesham Town Council

Marketing Strategy

Briefing Document

JULY 2016

**Tender Summary**

Marketing agents/companies are invited to submit proposals for work to increase awareness of Chesham Town Council’s main leisure ‘businesses’ and support the facilities, through marketing communications initiatives.

This requirement is ongoing to support the strategic objectives to enhance the status of the Elgiva and Chesham Moor Gym and Swim Centre ‘brands’ and to develop and help grow the facilities in line with market changes and demands

Specifically one or more companies are required to:

* Evaluate the ‘offer’ that each business currently brings to its customers.
* Assess how each organisation is positioned within the local community and public perceptions.
* Analyse whether they have the right processes in place to ensure we offer a consistent service that suits our customers.
* Gain an understanding of factors which could affect future performance.
* Identify the key short and long term issues that each faces.
* Assess how we would create greater and more productive engagement with our communities.
* Propose practical short and long-term marketing initiatives to address the goal of greater self-sustainability.

**Marketing Review**

The chosen agency or agencies would work closely with the existing teams at the Elgiva Theatre and the Moor Gym & Swim to review the current marketing provision and will be expected to:

* Evaluate the current branding of each unit and identify their key target markets.
* Measure their effectiveness at targeting their customers.
* Carry out a review of any and all marketing activity, analysing recent regular and ad hoc activity, the materials used and how they could be improved.
* Develop a well-researched and coherent marketing plan over an agreed time period.
* Create the environment to effectively implement a new marketing strategy.
* Evaluate the current resources, websites, direct marketing tools / databases and software utilised by each business unit, and identify any gaps.
* Make recommendations about how they would enhance or adjust the existing marketing provision and what new measures and practices should be introduced.
* Assess the expertise of staff delivering marketing activity and suggest how new measures and practices could be integrated into the existing teams with any potential training needs.

**Desired Outcomes**

The retained agency or agencies would be expected to agree:

* A clearly defined timetable for the review, feedback and implementation of measures.
* A set of marketing goals and targets that can be monitored and met, which will include specific, measurable aims or expected outcomes of marketing activity to be achieved in a given period.
* A comprehensive plan of how any new measures and practices would be integrated into the working practices of the existing teams.
* A specific budget that clearly breaks down costs allocated to marketing activity, project resources, materials, training and software upgrades.

Moreover, the appointed organisation(s) will by 7th November 2016:

* Share regular updates and draft reports at times to be agreed or, in the absence of agreement, advised by the Council
* Produce two bound copies of the final report and electronic version covering each section detailed in this tender brief.
* Undertake a formal presentation to Chesham Town Council (Members and senior officers) outlining its key findings and recommendations

The work shall be carried out by the persons specified in the Proposal.

Project Timetable

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| Task | Date | Notes | Format |
| Closing date for receipt of submissions  | 2nd August2016 |  | Submissions must comply with this Brief. |
| Select and appoint consultants. | 22nd August2016 | The decision as to whether to hold interviews will be made after receipt of submissions; if interviews are needed, then the timescales below may be amended.  | n/a |
| Initial formal review meeting with appointed consultants. | 5th September2016 | To be held at Chesham Town Council offices to discuss inter alia [local issues, methodology and data availability etc.].  | n/a |
| Submission of first draft of report  | 3rd October2016 |  | Can be provided by email |
| Council to provide comments on draft report | 18th October2016 |  | By email. |
| Submission of final report  | 7th November2016 |  | Hard copies and disc |
| Undertake a presentation to Members and senior officers | Tobe confirmed |  | Power-point |

The company appointed to carry out the work will be required to agree not to knowingly or directly represent any other client in a manner which would prejudice the interests of Chesham Town Council or where any conflict of interest would arise.

While the Council will own the copyright in all data and materials produced by the appointed organisation and will retain the exclusive right to distribute and re-produce the materials in whole or in part to any organisation or individual it determines at no extra cost, the appointed organisation will be entitled to make reference to the commission.

Demonstration of the following will be considered as part of the selection process:

* Your experience in developing significant marketing and audience development strategies and campaigns
* Evidence of previous projects which demonstrate your skill in areas such as researching target audiences, devising segmentation plans, and delivering strategies and campaigns to reach and engage new target groups
* Strong communication and networking skills with evidence of experience of dealing with stakeholders, customers and colleagues at all levels.
* Demonstrable experience of working successfully across multiple deadlines and meeting challenging targets.

Submissions are required to:

1. Demonstrate that they meet the Project Brief in full.
2. Provide details of any additional issues that the organisation considers should be addressed, based on its specialist knowledge and experience, and which will add value to the study.
3. Include a statement of the methodology to be adopted and the approach to be taken to complete the work.
4. Provide the fixed quotation fee for undertaking the commission (excluding VAT).
5. Provide an indication of the information and support required from the client.
6. Declare that the submission content, price and any other particulars concerning the bid has not been disclosed to any other party (except where such disclosure is made in confidence for a necessary purpose).
7. Provide an indication of financial ability to carry out the subject project.
8. Provide evidence of the maintenance of professional indemnity insurance, public liability insurance, and employer’s liability insurance over the period of the contract for a minimum of £1 million in each case.
9. Confirm that the organisation does not have any other contracts where there would be a conflict (or a potential or perceived conflict) of interest between the work they would undertake pursuant to this brief and any other contract.

All quotations are compiled at the submitting organisation’s expense. Organisations will be deemed by their own independent observations and enquiries, including site visits and inspections, to have fully informed themselves as to the exact nature, extent and practicability of the service required and the work involved. No claim will be entertained or responsibility accepted by the Council on the basis of want of information once a contract has been entered into.

The Council is not bound to accept the lowest or any Quotation.

The Council considers that sufficient guidance has been provided on which to base a submission. However, should organisations consider that any part of this brief or any other matters affecting their submission require clarification, then questions must be put in writing (e-mail accepted) to; Bill Richards, Town Clerk, Chesham Town Council, Town Hall Chesham HP51DS townclerk@chesham.gov.uk

Submissions will be evaluated by the Council against the following criteria:

* A demonstrated understanding of the key objectives and required outcomes;
* The proposed study methodology;
* Relevant experience of the consultants;
* Sufficiently experienced personnel to work on the study with an appropriate balance of skills to undertake and complete this Study;
* The economic and financial standing of the consultants;
* Price and value for money.

Submitting organisations are required to keep their submissions valid for acceptance for a period of not less than 90 days following the closing date for submissions referred to herein.

The successful consultant will be required to execute a Contract in the form of the Agreement to be found herewith. Until execution, this Brief, the successful submission together with the Council’s written acceptance thereof shall form a binding agreement incorporating the terms of the contract documents listed in the form of the Agreement.

All materials provided by the Council, other than documents already in the public domain, together with all reports and discussions should be treated as confidential, unless the Council in writing lifts the restrictions.

Timescales set out herein must be met unless otherwise agreed in writing by the Council.

The Council reserves the right to terminate the contract if for example it considers that quality or output has fallen short of that set out in the brief, or if there are other reasonable grounds for dissatisfaction, such as agreed timescales not being met or other contractual responsibilities not being discharged.

The payment profile for the work will be as follows:

* 20% of the fee will be paid after 6-8 weeks following the first formal review meeting between the Chesham Town Council and the appointed company.
* 30% of the total fee will be paid on completion to the reasonable satisfaction of the Council and submission of the first draft of the report.
* 40% of the fee will be paid on submission of the final report, provided that in the reasonable opinion of the Council it meets the requirements set out in this tender document brief
* The final 10% of the fee will be paid one month after the submission of the final report, subject to the full requirements of the brief being met.

Submissions in writing, marked ‘Chesham Town Council Quote’, must be sent in a plain sealed envelope by post or via arranged delivery to Bill Richards, Chesham Town Council, Town Hall, Chesham, Bucks, HP5 1DS, to arrive no later than noon on 2nd August 2016.

No submission received after this time and date will be accepted or considered.

**Background**

Chesham is located in the South Eastern region of Buckinghamshire, 11 miles from the county capital Aylesbury, and is its 3rd largest town. As the largest town in Chiltern District it lies in a steep-sided valley 28 miles North West of London. Assimilating the old and the new, Chesham is a successful combination of market town, industrial centre, commuter dormitory and bustling and vibrant community.

Chesham has a population of over 21,000 with many residential areas, businesses, industrial centres and a pedestrianised High Street featuring numerous specialist individual shops, alongside national retailers. Chesham is a characteristic Chilterns market town, with a twice-weekly general market and a monthly local produce market. The [**Elgiva Theatre**](http://www.elgiva.com/), Lowndes Park and the open-air heated swimming pool at the [**Moor Gym & Swim**](http://www.cheshammoorfitness.org.uk/) are just some of the many public amenities available in the town, and it is renowned for its community spirit with many recreational and community groups catering to Chesham's diverse and active population.

As a commuter dormitory sitting at the end of the Metropolitan line, it offers excellent links into London with regular trains every hour. In contrast, it is surrounded by the [**Chilterns Area of Outstanding Natural Beauty**](http://www.chilternsaonb.org/), and is a great place to begin exploring the Chilterns countryside and is the starting point for many local walks. Chesham is the first Walkers Are Welcome town in the Chilterns and is committed to promoting walking in Chesham and the Chilterns. Chesham is also the birthplace of the beautiful River Chess, a Chilterns chalk stream, providing wonderful scenery and wildlife habitats.

**Chesham Amenities**

Chesham Town Council is unusual in that it owns and manages two standalone business units, the Elgiva Theatre and the Moor Gym & Swim. Each unit is a highly valued community asset that regularly supports and engages with various community groups. Both units are currently largely subsidized by the local residents and the Town Council is keen to develop the marketing function of both units, increase revenue opportunities and guide each business towards a greater degree of self-sustainability.

The Council recognises that there is a clear need for a marketing function that works to promote Chesham as a town and the numerous benefits / attractions of visiting, working and living here. However, any initial marketing project will relate directly to the Town’s main business units.

**The Elgiva Theatre**

The Elgiva Hall opened on its original location in 1976. In 1998, having made way for an enlarged supermarket development, the New Elgiva was rebuilt as a purpose-built theatre and cinema on its current site, with the official reopening performed by Danny La Rue!

Now rebranded, The Elgiva is a 300 seated / 400 standing capacity theatre, with a digital cinema that allows it to show both films and live theatre / opera productions. The Elgiva presents a wide-ranging programme of professional and amateur productions, top comedy, musicals, ballet/dance, one night shows, a professional pantomime, an eclectic range of movies, exhibitions, weddings and other public and private events.

The Elgiva is named after Lady Elgiva, wife of Saxon King Edwy and the daughter of Ethelgiva (murdered during the constitutional crisis of 957-8), and she was sister to Ethelwerd who wrote the Latin Chronicle. Lady Elgiva created the first record of Chesham in bequeathing her estate of ‘Caesteleshamm’ to the abbey at Abingdon in 970 AD and concise studies place her life and actions within the context of Saxon England and reveal the importance of her legacy for the history of Buckinghamshire and, in particular, Chesham.

**The Moor Gym & Swim**

Whilst the current pool was constructed in 1964, there has been an open air pool at Chesham's Moor since the late 19th century. Bathing in the stream on the Moor was an old Chesham custom, but in the 19th century nearby residents complained about the "bathing nuisance" to the Urban District Council. The Council abated the nuisance by surrounding the bathing place with a concrete wall topped with a corrugated iron fence and thus the town’s first swimming pool was born.

The pool has come a long way since those times; it is virtually chemical free, being the first outdoor pool in the UK to use the latest ionisation technology for cleaner, healthier water. The pool is now open all year round with an average summer season temperature of 28⁰C/82⁰F (April to October) and a minimum winter temperature of 24⁰C/75⁰F, which is perfect for triathlon training. Swimming lessons, aqua workout classes and inflatable sessions mean there is something for everyone; Twilight Swims and Christmas Day Swims are very popular and the pool can even be hired for private parties.

The gym includes state-of-the-art equipment, has no contract or joining fee, is open 7-days-a-week and offers a range of classes from Thai boxing to yoga. There are also two outdoor courts suitable for tennis, basketball, netball and football.