TRiFOCAL project – 'Small Change, Big Difference'
London-wide digital campaign brief – questions & answers

LWARB ref: 2017/18 – 18 / **EU LIFE ref:** LIFE15 GIE/UK/000867

1. **Will the agency need to adapt existing content as part of the content creation part of the brief?**
   Yes, potentially – we would like advice on the best use of existing assets, as well as the creation of new content.

2. **Community management – will this be a constant resource? How do we envisage this element of the activity panning out?**
   We would like someone to be checking and dealing with the account every working day, but rarely on weekends or evenings. It is unlikely to require more than 20 minutes a day, to answer questions, look for related engaging content, reaching out and engaging with others on our social platforms etc.

3. **What will the frequency of posts going out be? Will a large bank of content need to be created?**
   The appointed agency will be asked to advise on best use of our available spend in this regard – but we imagine around 2 to 3 posts per week, whether that's new content or material previously used/adapted.

4. **What is the split between ad spend and content creation?**
   This is difficult to say at this stage, but the primary focus is initially on creating content. The appointed agency will be asked to advise on best use of our available spend.

5. **There are two main aims in the tender – increasing reach and behaviour change – what is our number one priority?**
   The overall aim of the project is behaviour change, but for the digital campaign activity we are measuring reach and engagement as a facilitator, and essential requirement, of behaviour change.

6. **We are a small agency and bring in resource as and when we need it. Do you need to know who we bring in to work with us and how we work with them?**
   Not if they are individuals who are sub-contracted via your agency. However, any other companies involved would need to be named in your response and, if successful, should invoice through the lead agency as the contract holder.

7. **A few issues with the website have been brought up in the appendix. Will we have any responsibility for the website?**
   The lead creative agency have co-created the website and the current content; the in-house project team is now responsible for loading and editing content. The appointed

agency will be asked to advise on the website as part of the overall digital mix, but no actual responsibility for design, build or content will sit with the digital agency.

8. **What do you mean by "engagement vs. land-based KPIs"?**
We are more interested in reach and engagement on social platforms, while encouraging people to click through to the website is secondary. Lands on the website are still a KPI however, and we expect to see an uplift particularly from targeted bits of social content, but our primary KPI is around increasing engagement levels.

9. **Can you provide more information on the overall campaign flow and borough activities? Which three boroughs will be delivering in waves 2 and 3 and when will their activity be taking place?**
The next three boroughs are Tower Hamlets, Croydon and Bexley (in June/July/August 2018); then wave 3 involves Sutton, Islington and Hounslow (Jan/Feb/March 2019). Between those two waves there will be a period of feedback and evaluation, as well as some continued London-wide activity.

10. **Does "Small Change, Big Difference" have a Facebook page and an Advertiser account?**
It does have a Facebook page - @scbdlondon - which was set up when Groundwork London ran a Harvest Festival event in September last year. It is currently under-utilised. There is no advertiser account, as we have done no digital advertising activity at all, so this would need to be set up.

11. **Does "Small Change, Big Difference" have existing Google products – AdWords, Analytics and Tag Manager?**
Yes we have analytics and tag manager set up. We don't have an Adwords set up yet, but can create one and give an agency access easily.

12. **The website looks to be built in WordPress. Can supporting campaign content be added to this site? Is this done in-house or though a partnership?**
Our creative agency built our website and has uploaded all the initial content. We have access to the CMS and we will be uploading campaign content (in-house) on a regular basis, particularly the content that will be produced by the next wave of boroughs this summer. However we work collaboratively, so content suggestions and support in optimising content and driving traffic to the website is something we would like the appointed agency to provide.

13. **Are we able to have a list of currently engaged partners?**
From a householder perspective, our main partners are the 9 delivery boroughs – Hackney, Lambeth, Merton, Tower Hamlets, Croydon, Bexley, Sutton, Hounslow and Islington. A variety of celebrity chefs have already been involved or expressed their commitment to be involved in the campaign as well as a number of local and national organisations, including high street food outlets and food retailers. We also have 9 EU replication cities who will, or have already begun to, replicate the campaign in their city. The appointed agency will be given full access to details of partners.

14. Are you able to share what the existing campaign creative agency is working on so we can ensure activity links from the idea generation stage?
The content we have shared in the appendices are the most up-to-date versions of the content we have created. We are currently in the evaluation and planning phase between waves and whilst we have a plan for how we will need to update our campaign creative and messages, the delivery of this has not yet begun. Our social channels and website will give more of a flavour of the type of content we are producing as part of this campaign. You can also visit the Love Lambeth page here to see the hub they created as part of their wave one activity.

15. Does Resource London have recognised charitable status?
No, as the programme is based within the London Waste and Recycling Board which is a public sector body set up by GLA Act. However, our partner organisation on the Resource London programme (WRAP) does have charitable status.

16. Does the London Waste and Recycling Board have a brand guideline and tone of voice documentation for this project?
We have a campaign toolkit which can be downloaded here. It contains campaign information, key messages, available resources, facts, stats and quotes amongst other things.

17. How keen are you on the influencer targeting? We are not sure that this is going to be an efficient use of budget at such a geographically targeted campaign.
We are keen to try this out but will take a steer from the appointed agency if they believe the campaign budget would be better and more effectively spent elsewhere.

18. Campaign objectives – section 4. We tend to find 7/8 objectives over a 12 month period is too many. We tend to look for 3 or 4 core objectives, with the rest being secondary KPIs. What are your 3 to 4 main objectives?
Reach and engagement are the priority for the digital activity.

19. We use a different behaviour change model to structure our work. Would it be OK to respond using that model rather than the behaviour change curve in your brief?
Yes.

20. Do you have a Facebook page?
Yes - @scbdlondon

21. How much content will we need to create?
We look forward to hearing in your response how much content you can create within the budget and timeframes outlined.

22. Will we have access to much content that the other agency has already created?
Yes – almost all of it is available for the appointed agency to use. The only exceptions will be third party content with specific licence arrangements or retained IP.

23. The case studies that we provide will not all be consumer ones – does this matter?
No - as long as we can see your ways of working and how you respond to a brief.

24. Will any new content be created by the creative agency or LWARB team – what is the volume of this if so?
The creative agency we have on board will be mainly updating and tweaking our current campaign materials. The digital agency will carry most of the responsibility for new (online) content. We would expect the appointed agency to work collaboratively with our creative agency to ensure that up to date assets and messages are shared, tailored for digital activity and optimised.

During the borough delivery waves, we expect content to be generated by the boroughs, which can be used for day-to-day organic content – this could be photos from events and workshops for example. We also have links with Love Food Hate Waste and they have shared a large number of recipes which we have permission to use and share, with the correct credits.

25. Will content be added to the website by LWARB?
As outlined above, content will be managed by the TRiFOCAL team (which involves people from both LWARB and WRAP) but content suggestions are always welcome.

26. Is the poster-type content going to be created by the incumbent creative agency and is this brief for supporting blog-style content – or is new poster creative also in the brief?
The poster content and accompanying messages will be created by our contracted creative agency. This tender is for digital-only and so we only expect the appointed agency to create digital content. We will expect the appointed agency to work collaboratively with our contracted agency, however, to ensure messaging and look and feel are aligned as well as timings of activity.

27. In the brief you talk about increasing the number of social followers. Do you have a target for what you'd like to hit or can you be more descriptive?
We do not have a fixed target currently but welcome the opportunity to discuss what may be possible with the appointed agency. Please feel free to make suggestions about what is possible in your response to the brief.

28. What are the land-based KPIs?
We have not currently set KPIs around click-throughs and lands on the campaign website. We welcome the opportunity to discuss what may be possible with the appointed agency. Bear in mind that CTRs and lands are not our priority KPI.

29. How many agencies are you inviting to be part of the process?
We have directly approached 10 agencies and have also published the tender on the Government tenders portal. This means we cannot know how many agencies will pick up and submit a response.

30. Is it possible to share PR outcomes from the London-wide campaign you are mentioning in the brief?
The London-wide PR campaign is in early stages and as a result, outcomes are very limited to date.

31. The number of tips and hacks for each part on the website is limited. Do you have any summary or supportive materials of such tricks and hacks? If yes, can you share them with us? For example, tips and hacks from workshops you are planning to run.
The tips and hacks on the website are all we currently have. We hope to grow these as part of our campaign – whether that is content created by us or shared via partners and other campaigns.

32. Can you provide specifications/characteristics of the 6 boroughs which will be targeted this and next year (e.g. if the borough is orientated rather on healthy eating, food waste or food recycling)?
Not until we have had in-depth meetings with each of the boroughs to plan their localised activity. Boroughs so far have been interested across all three message areas and must cover all three areas in order to meet EU requirements.

33. Do you have a list of offline activities and channels you are planning for those boroughs?
Not yet, as we have not had in-depth planning meetings with wave 2 boroughs yet.

34. Can you share the list of food facilities, chefs, companies, producers etc. you plan to cooperate with in those boroughs? Do you know the conditions of cooperation or volume of potential reach such partnerships can provide?
Due to confidentiality we are unable to share those currently; but details will be made available to the appointed agency. They include well-known names and major food outlets and retailers as well as specialist businesses, community groups and individuals working at a more local level. Their involvement will inevitably need to meet their own objectives, so will be negotiated and planned on a case-by-case basis.

35. Can you share digital assets you used online London-wide as well as borough-specific campaigns? Can you share more detailed results?
All assets are available to see on our website and social media platforms. However we have done very little London-wide to date – this brief is designed to help us do more.

36. The second wave of borough-specific campaign starts in June 2018. When does the second wave of the borough-based campaign end?
Each wave is three months long – so the second wave finishes at the end of August.

37. What was the digital budget split of "Small Change, Big Difference" campaign between London-wide and borough tiers so far? Do you need to keep the same split?

We have spent very little so far on London-wide digital activity. This brief is intended to address that.

38. What was the ratio of media vs production spend in the "Small Change, Big Difference" campaign?
See above – we have done very little London-wide digital activity as yet, so have not spent very much on either media or production.

39. Cost of adjustments of key visuals by the creative agency based on our feedback and the results of research – is it going to be excluded from the dedicated budget or should it be financed within the campaign budget?
This comes out of a separate project budget and is being delivered by the lead creative agency. Adjusting the key visuals is not part of the digital campaign budget associated with this invitation to tender.

40. Would you be able to provide us access to the web analytics in case of being shortlisted for the tender?
The appointed agency will be provided with detailed web analytics and all other reporting currently available.

41. Would you be willing to make some small changes in the website based on our feedback?
Yes.

42. As we are supposed to target the household work package, to what extent do you expect the support of school and community activities? Can you share with us how the schools and communities are involved in the project? What is their program and what do their direct engagement activities look like?
The schools package works with three schools per borough, during a similar time frame to the householder package (i.e. in waves). They lead assemblies and run whole-school campaigns, including lessons about food using the campaign's messages. The communities package runs workshops with community groups across the nine boroughs.

The digital campaign should highlight and promote the work that these two work packages are doing – as a minimum through organic activity – and may also be able to capture some content for use in communicating to householders.

43. In your brief there is a lot that you have asked the social media activity to deliver – including website traffic, influencer engagement, increase followers and provide content – if there was a priority which would it be?
See answer above – the priority for digital activity is reach and engagement, but that is most likely to be via new content.

44. Does the budget include influencer fees?
Yes.

45. Does the budget include cost of paid media?
Yes – for London-wide activity. Borough activity as part of the waves will be separate and provided by the boroughs.

46. Are we keeping the same look/feel of content that has come before or do you want to see this refreshed across social?
We would like your response to make recommendations about this.