

BCHA67 Document A - Project Scope



Project name: BCHA Brand Audit 2020-21

Who we are

South West based charitable housing association BCHA was founded over 50 years ago with a continuing mission to meet housing need and end homelessness. We aim to achieve this through the building and provision of affordable and secure homes, and by supporting individuals to take control and lead independent, fulfilled lives. Whether we are developing sites or supporting people with housing, learning or living skills, we believe in equality, the importance of every individual and the right to be valued and treated with dignity and respect. Our doors are open to everyone.

Our vision is to end homelessness and our mission is to help people take control of their own lives. Wherever people feel vulnerable or don't know where to turn, we equip them to find a way forward by offering the highest standards of support for housing, health, learning and work.

What we are trying to achieve

We currently have a number of brands that are being used across the BCHA group. This project seeks a clarified brand architecture with clarity of when and why each brand would be used and how it can visually be linked back to the central BCHA brand.

We have agreed a new organisational communications strategy for the central brand which now needs to be expanded to include the roles of the various sub-brands. This will need to allow some brands the freedom to act in their own markets/spheres. It is essential that we consider the governance structures in place, particularly with subsidiaries, when reviewing this.

This is a time of ambition for BCHA, as outlined in our recently agreed 5 year business plan. There is a lot of work to be done to use the momentum currently available externally to help us get closer to our vision of ending homelessness. Our external communications, and explicitly our brands, are central in helping us to increase our profile so that we can have greater influence, and deliver better outcomes for our customers.

Outputs

- 1) Design a new brand architecture that aligns the various brands to the central BCHA brand and clarifies the purpose, target audience and objectives of each sub-brand.
 - We want to refresh the brand identity by using a proven methodology and process to capture the core purpose, ambitions and personality of the organisation. It is critical that this brings to life our core values. The project should be driven by user testing, including internal workshops with staff as well as external stakeholders and target audiences.
 - We are interested in approaches that can support greater staff and customer engagement with our brand and values.
 - We envisage the production of a report including brand value propositions, initial brand guidelines and example key messaging for different audiences.

2) Proposal for the improvement of the visual identity to reflect the new brand architecture – allowing for separate identities where necessary whilst clarifying to the audience how the brands interact

- Our current visual identity and logo has been in existence for a few years. The core brand guidelines are still relevant and may only need tweaking. However various parts of the brand architecture are due a renewal to bring them up-to-date with the central logo and brand guidelines.

- We are interested in hearing from bidders how they would approach the review of our visual identity and an options appraisal for the future. Visual identity can be very much a matter of subjective personal taste. What we are looking for is the development of identity options that have a clear, cogent rationale behind them to ensure that the visual identity reflects the brand personality, for use in a broad range of collateral and communications materials.

- Central to this is a proposal that draws on our heritage and helps us better articulate our value add and uniqueness from others working in the various sectors that we intersect. We want to place people at the centre of everything we do and communicate about, whilst acknowledging the importance of provided professional and reliable services to our customers, funders and regulators.

Please note that the name of the central organisation, BCHA, is out of scope for this project. Visual updates may be proposed but the name 'bcha' is believed to be part of our heritage and adequately recognised across the region and sectors within which we work.

Key stakeholders

This project will be managed by the communications function in the partnerships and growth team, which is part of the Change, Transformation and Growth Directorate. Final sign off will be sought from the Senior Leadership Team and where necessary the various Boards.

For all of our work, our key stakeholders are our customers with whom we are trying to achieve better outcomes.

It is also critical that our staff feel directly connected to and gain from our brand and public image.

In addition, we have a group of corporate stakeholders who range from funders, partners, commissioners, the regulator of social housing and local community based groups.

Throughout this project it will be critical to work with the Head of Strategy and Governance to ensure that the correct procedures are followed, particularly in relation to BCHA's subsidiaries.

Relevant documents

The responder should familiarise themselves with BCHA's governance structure and our current business plan which are available on our website: www.bcha.org.uk

It would also be worth looking at the various sites of our sub brands including New Leaf Repairs, the Factory, Recoop and the Salisbury Trust for the Homeless.

More information can be learnt about us by reading our news items and our social media posts.

Requirements

To respond to this tender please send to maxscrymgeour@bcha.org.uk the following documents:

- A summary of the experience and expertise of relevance to delivery of this work including case studies or references from two similar projects
- A high level workplan, including time frames and narrative explaining how each activity will be completed including the inputs required from BCHA
- An activity based or output based budget that breaks down the expected costs for each part of the project
- A summary of what challenges or risks you envisage may occur during the project and proposed mitigating actions
- A summary of what success will look like for BCHA and how this will be evaluated or measured

Award Methodology

BCHA will be looking for robust and evidenced proposals that can complete the required outputs and requirements, whilst offering BCHA good value for money with a realistic commercial proposal. Offers will be evaluated by The Director and Managers of the Change Transformation and Growth Directorate. Should a final decision not be reached, at this stage BCHA reserve the right to seek further clarifications on offers and/or presentations from selected bidders.

Timescale

- Deadline for tender responses: 12 noon Monday 23 November 2020
- Award of contract: Beginning December 2020
- Initiation of project: Beginning December 2020
- Completion of project: March 2021