



## Project: Fortifying the Future

### Brief for Audience Review & Engagement Strategy Consultant



#### Summary

Snodhill Castle Preservation Trust (SCPT) invites proposals from suitably qualified audience and engagement consultants to help us deliver our plan to safeguard the castle's future by making it matter to more people in the present.

There are two parts to the work over three years, comprising:

- Part 1: an audience review and production of an engagement strategy for review, agreement and adoption by the Trust.
- Part 2: delivery of the engagement strategy agreed in Part 1

**This commission is for Part 1 only.** The consultant commissioned for Part 1 will also have the opportunity to bid for the delivery of Part 2.

Proposals should be submitted to Project Lead Katherine Findlay PDF format by email at [katherine.findlay@snodhillcastle.org](mailto:katherine.findlay@snodhillcastle.org) by 11:59 pm on Sunday 19<sup>th</sup> January 2025

## **BACKGROUND**

### **About Snodhill Castle**

Snodhill Castle dates from the 11<sup>th</sup> century and is a designated Scheduled Monument of national importance: <https://historicengland.org.uk/listing/the-list/list-entry/1015168?section=official-list-entry> It is located in Herefordshire in the hamlet of Snodhill. The site is rich in wildlife and enjoys a beautiful, deeply rural, and important landscape setting.

Recent archaeological digs have shown that Snodhill Castle is far more significant and unusual than the previously known, and that human activity on the site stretches back to the Stone Age. Further research and archaeological investigations are needed if we are to properly understand Snodhill Castle's place in our national story.

Public interest in the site is growing, particularly since featuring on the BBC's Digging For Britain series, but it is still little known outside the immediate area.

### **Background to the trust**

SCPT is a registered charity established in 2016. We hold the castle under a 999-year lease for the purpose of "preserving it for the benefit of the people of the hamlet of Snodhill, Herefordshire and the nation". Since 2016 (with considerable grant aid) we have rescued the castle ruins from risk so that it is now a safe and beautiful place for people to visit. Our object is to discover more about the castle's lost history through research and archaeological excavation, and to bring this knowledge, together with the site's wildlife and tranquillity, to a wide public for their benefit and enjoyment.

We have 22 trustees (mainly drawn from our hamlet's 12 households), a management committee of five (Chair, Vice Chair, Treasurer, Secretary & Heritage Adviser), a team of committed volunteers and some 450 Friends.

For more information about the trust and what we do, please visit our website: <https://www.snodhillcastle.org/>

### **Background to Fortifying the Future**

Fortifying the Future is a three-year project made possible with The National Lottery Heritage Fund. Thanks to National Lottery players, we will be able to establish the castle's unique place in our national story and engage more people in its future.

We believe that the more people who become actively engaged with the castle and in as many ways as possible, and the more it becomes used and recognised as a community asset, the less likely it will once again be at risk of loss.

To 'fortify the future' therefore, we need to ensure the SCPT has a resilient infrastructure and funding plan that can sustain a long term, systematic programme of research, exploration and engagement activity beyond the lives of its current trustees.

The project will equip SCPT with the tools and resources to ensure the castle will be conserved, managed and funded into the future. It will make it attractive and easy for new and existing trustees, partners and communities to engage in the process; it will review our existing resources, identify options for growth and development and deliver necessary new tools and resources in the context of an updated strategy and business plan. Creating and implementing a durable engagement strategy is a crucial part of the project.

### **Commission specific background**

Very broadly, Fortifying the Future aims to safeguard Snodhill Castle's future by making it matter to people in the present.

'Matter to' may sound vague, but that's because it deliberately covers a host of as-yet unexplored reasons and motivations as to why individuals and groups should believe this special site deserves protection. We want you to identify who those people might be, and to provide sound evidence for your reasons why.

We strongly suspect that those 'reasons and motivations' range far and wide, and we want you to explore what they might be, and how we might best develop them into long-term, deep-seated collaborations and partnerships of clear mutual benefit that a small trust can manage and maintain.

### **THE BRIEF: AUDIENCE REVIEW AND ENGAGEMENT STRATEGY CONSULTANT**

We are seeking a proposal for a workstream that will take place in the first half of 2025 with a maximum budget of £10,000 (inclusive of VAT and all expenses).

This is Part 1 of a two-part audience development and engagement commission. Part 1 includes the production of an audience review and an engagement strategy.

We invite proposals that set out how you will establish:

- **Who we matter most to: individuals, communities, interest groups, and more**
- **Who might benefit from engaging with Snodhill Castle but might not currently**
- **What barriers to participation exist currently and how they could be addressed**
- **Which audiences are the most promising in terms of potential mutual benefit**
- **How we might best engage with each group**
- **How the proposed engagement can be delivered in Part 2 and beyond**

Part 2 will be commissioned separately to deliver the engagement strategy agreed in Part 1.

### **Expertise required**

We anticipate this work will require:

1. knowledge of market segmentation techniques
2. knowledge of digital and social media and engagement techniques
3. experience of developing creative engagement programmes in the heritage, nature conservation and/or visitor sectors
4. experience of developing partnerships for small voluntary organisations
5. experience of developing and engaging audiences in rural/remote settings
6. full UK driving licence, own car and ability to travel independently in the region

Existing knowledge of local communities would be advantageous.

### **Outputs/deliverables**

- An Audience Review, detailing our most promising target audiences by segment
- Development/initiation of relationships with key audience groups with a view to further development in Part 2.
- a presentation of the key findings when they are at draft stage for review and discussion by the Trustees and Project Lead
- An Engagement Strategy, including:
  - objectives, outputs and outcomes
  - methods of engagement
  - plan of engagement activities for the remainder of Fortifying the Future (until July 2027)
  - outline costings/resourcing (working within the project budget in collaboration with the Project Lead)
  - recommendations for sustaining engagement beyond the life of the project (until 2030)
  - evaluation criteria (in collaboration with our evaluation consultant)

Note that recommendations for digital outputs must comply with National Lottery Heritage Fund digital requirements.

### **CONTRACT MANAGEMENT**

The contract will be let by the SCPT and managed for the trust on a day-to-day basis by our Project Lead Katherine Findlay, supported by trustees Surrey Garland and Sarah Lewis.

### **Timescale**

We anticipate that the work commissioned will begin on 16/02/2025, to be completed and outputs submitted to SCPT by 18/07/2025, although timings will be discussed and agreed between the trustees and the successful applicant.

**Budget**

£10,000 (inclusive of VAT and all expenses)

**AWARD CRITERIA**

Your proposal should include:

1. an overview of your methodology for undertaking the project
2. an outline of your organisation's suitability and capability to conduct the project
3. two to three recent examples of where you have undertaken similar work and a referee we can contact for each
4. details of staff allocated to the project, together with experience of the contractor and staff members in carrying out similar projects. The project manager / lead contact should be identified
5. a draft programme and timescale for carrying out the project with a set of clear milestones
6. a breakdown of costs and proposed milestone invoicing schedule

Proposals will be assessed on the following criteria:

1. To what extent does the proposal demonstrate an understanding of the issues related to this brief?
2. To what extent are the methodology and methods appropriate to the requirements set out in this brief?
3. What degree of suitability and capability does the bidder demonstrate in order to successfully complete the work?
4. How well has the bidder structured a team to successfully manage the contract and deliver the required work to the budget and timetable required?
5. To what degree is the allocation of costs appropriate?

**PROCUREMENT PROCESS**

The procurement timetable will be:

Issue of brief: 09/12/24

Proposal return deadline: 19/01/2025

Interviews: week commencing 27/10/2025

Notification of procurement decision: 03/02/2025

Proposals must be submitted by 11:59pm on Sunday 19<sup>th</sup> January 2025 by email in PDF format to Project Lead Katherine Findlay PDF format by email at [katherine.findlay@snodhillcastle.org](mailto:katherine.findlay@snodhillcastle.org)

**Please note:** the Fortifying the Future Project Management Plan is available on request.