



Enterprise and Business Scrutiny Panel

4 March 2014

Report title	Marketing and Campaign Strategy in Wolverhampton: A Mechanism for Change and a Focus on Delivery	
Cabinet member with lead responsibility	Councillor Peter Bilson Economic Regeneration and Prosperity	
Wards affected	All	
Accountable director	Tim Johnson, Education and Enterprise	
Originating service	Office of the Chief Executive	
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Report to be/has been considered by	Strategic Executive Board	23 Jan 2014
	First Impressions of the City Scrutiny	6 Feb 2014
	Review Panel	

Recommendations for action or decision:

The Panel is recommended to:

1. Provide comments and feedback about the proposed marketing strategy for Wolverhampton. No decision on its progress has been taken by the Strategic Executive Board or the Executive.

Recommendations for noting:

The Panel is recommended to note:

1. No decision on its progress has yet been taken by the Strategic Executive Board or the Executive.
2. That this item is being considered as pre-decision scrutiny and will therefore not be available to call-in once a decision is made by the Executive

1.0 Purpose

- 1.1 The purpose of this report is to identify and agree both a strategic direction and the practical implementation of a Marketing approach for Wolverhampton lead by the City Council but incorporating key City stakeholders for Business, Skills, Visit/Leisure and Communities. It also sets out an approach providing direction and leadership for a programme to 'Improve the City Offer' with a view to a more developed, sustainable and coherent Marketing premise for the City.

2.0 Background

- 2.1 The Wolverhampton Marketing Strategy is a key component in delivering the City Strategy Objectives 2011-2014 and fundamental in delivering a way forward in achieving the vision of [Prosperity for All](#). At the same time, it considers marketing the City in the context of a wider Black Country marketing effort.
- 2.2 This approach ensures that implementation plans for the strategy are correctly positioned to fit alongside a future Black Country marketing approach and to leverage the resources, funding, governance and delivery advantages to be realised through a wider marketing partnership.
- 2.3 The Marketing Strategy will also impact on the organisational plans and development of the Communications and 'Marketing' functions within the current Council organisation.
- 2.4 As a basic principle the approach sets out to deliver a Wolverhampton marketing solution first. This positions the City to work effectively locally and regionally including any future collaborative marketing approach at a Black Country level and with other regional partners.
- 2.5 The principle strength of the Wolverhampton approach is collaboration between public and private sector stakeholders to understand and deliver new, ambitious and sustainable business opportunities for the City.
- 2.6 This marketing strategy is based on a practical triad;
- Reputation Management – Improve the organisations reputation and standing of the Council to establish and reinforce its role as the principal marketing lead for the City.
 - Marketing Campaign – Adoption of a process that focusses on customer requirements and the ability of the city partners to deliver this requirement.
 - Improve the Offer – a programme of activities in key areas that enhance the City and demonstrate a quality proposition.



3.0 Marketing

- 3.1 The Marketing Strategy provides a mechanism for campaign-based marketing. This approach is 'customer focussed' marketing that ensures the best 'offer' of the City and/or Black Country is visible and understood by the customer and that is directly matched to a known requirement. In most cases this will be an 'offer' made by a variety of stakeholders that includes the LEP, BC Consortium, Partner Local Authorities, Education and Skills partners, Local Businesses, national and regional government support agencies etc.
- 3.2 The fundamental objective of the Marketing function is to deliver new, sustainable business and funding for the City development.

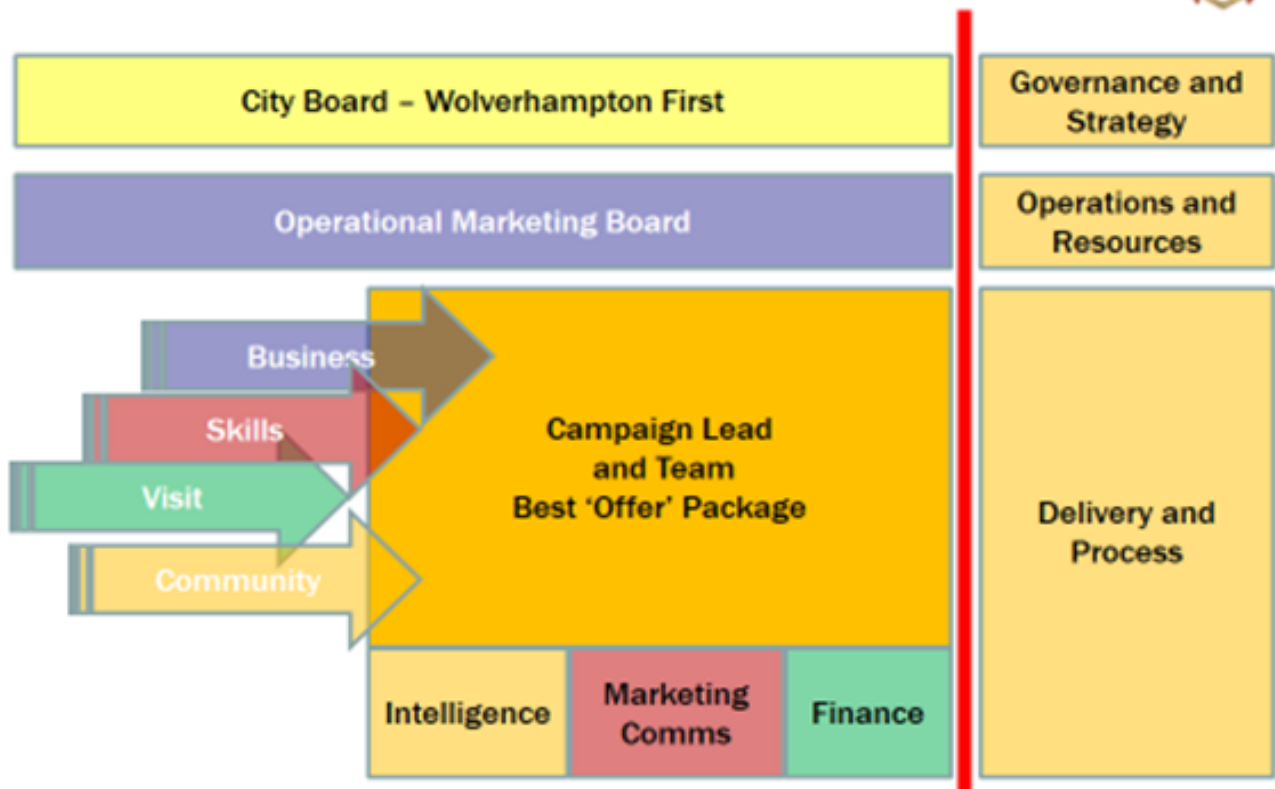
4.0 Marketing and Communications

- 4.1 The marketing strategy makes it a clear distinction between Marketing and Marketing Communications.
- 4.2 Marketing – winning and developing new customers and business
- 4.3 Marketing Comms – the supporting messages, collateral and channels that help engage, sustain and win campaigns.
- 4.4 It is also important to point out that marketing is more than a logo. We already have a simple, established and viable brand – Wolverhampton. We are 'selling' a place and a

community. Every effort should be made to restrict and limit further attempts at organisational marketing that detracts from the principal brand.

5.0 Campaigns

Campaign Based Marketing



- 5.1 The Campaign approach provides a mechanism for a nominated individual from within the City stakeholder group to 'lead' a marketing campaign that is accountable, focussed, resourced and deliverable.
- 5.2 This focus of information, leadership, resources and effort ensures that we present our customer with the very best offer, presented in the best possible way by the right people at the right time.
- 5.3 Governance for this process will reside with a Marketing Board directly responsible to the City stakeholders for monitoring, engaging and supporting campaigns.

6.0 Improve the offer

Improve the Offer

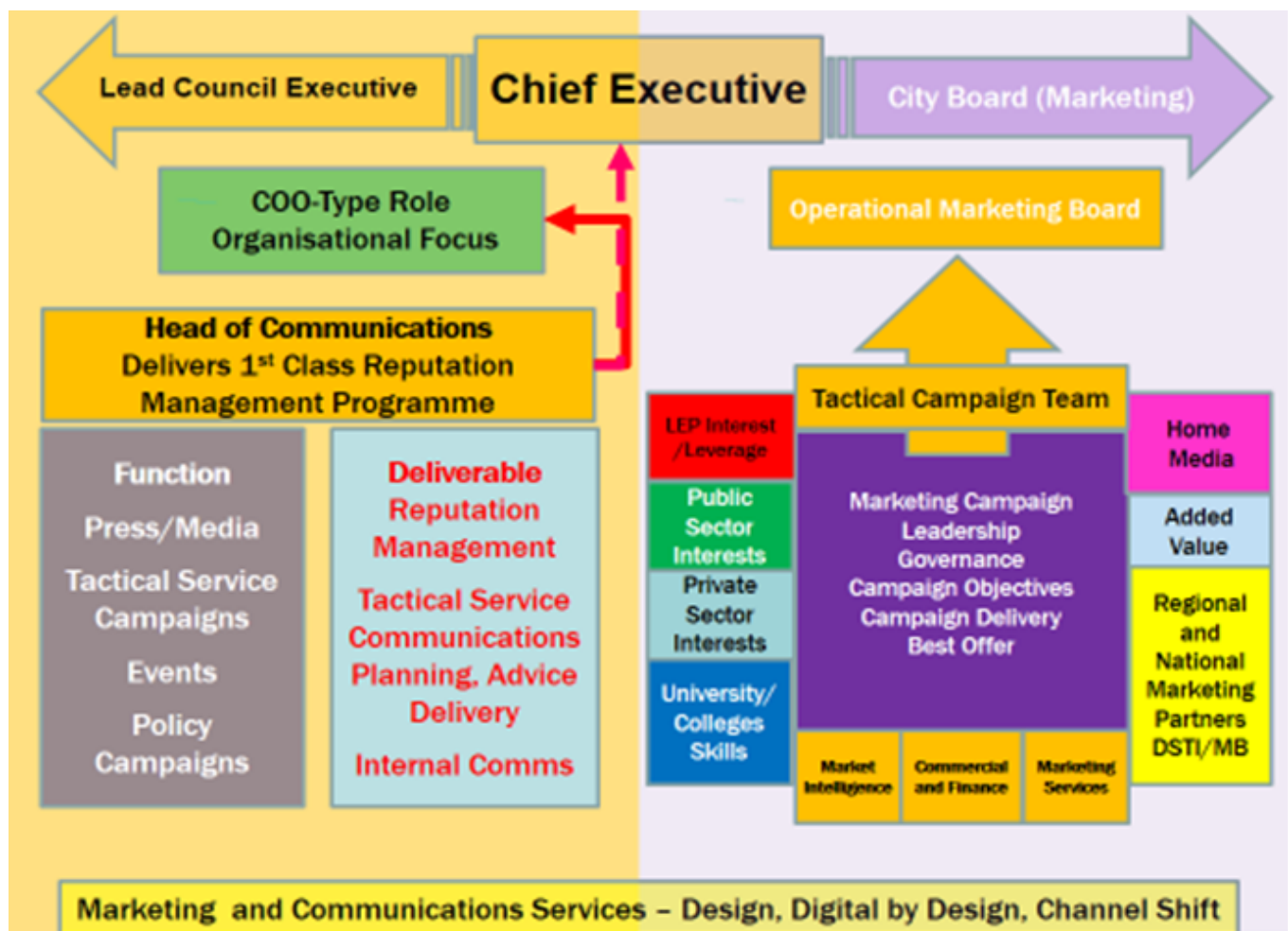


- 6.1 A second element of the strategy provides a framework for coordinating efforts at a Wolverhampton City level to 'Improve the Offer'. Currently efforts to improve the offer are not focussed in the context of selling the city, or as a cohesive offer. Initiatives with the potential to significantly improve perception of the City do not always have the right level of visibility and support to ensure a leveraged success.
- 6.2 Local initiatives in Business, Skills, Visitor Attractions and our Communities provide a vital narrative for our marketing and it is important that we leverage our approach to push forward the very best of our people and the city. Adopting a more rigid governance process for Improving the Offer provides for a more focussed approach to the City offer and a mechanism for more selective resourcing of key strategic initiatives.
- 6.3 The 'Improve the Offer' programme is a key element of the Marketing Strategy. The five strands are inextricably linked and collectively position our 'offer'. Sustainable business propositions and investment will rely on this broader approach of the city.
- 6.4 In a highly competitive investor market business economics will be the most significant factor in making an investment decision, as with i54. It is not, however, the only factor. On an equal economic platform we have to be in a position to offer a 'value added' component. This is the City Offer and the strength of City partnership will provide our competitive edge.
- 6.5 A high level of governance and visibility to the 'Improve the Offer' programme will help coordinate resources and provide a focus for future individual or multi-stakeholder initiatives. It will also make a significant contribution to understanding what we have to

offer, how it differs from other opportunities and how, through a team approach, we can act in unison for potential customers and investors.

7.0 Reputation Management or Marketing

- 7.1 As a starting point, it is important to recognise the Marketing distinction between the City Council and the City. While complimentary, the approach for each is different.
- 7.2 Organisation Reputation Management (Marketing) is a vital role for the Council
- 7.3 The top performing Comprehensive Area Assessment (CAA) councils are those with the best reputations.
- 7.4 Councils in the Top 20 of the Local Government Association (LGA) Reputation Index are ten times more likely to be performing at 'excellent' rather than 'average'.
- 7.5 A recent LGA survey suggests council employees who are engaged and reflect values of the organisation are likely to be 43% more productive, perform up to 20% more effectively and take 3.5 fewer sick days per year.



- 7.6 To underpin this research the LGA set out a roadmap for improving, monitoring and delivering a Reputation Management programme designed to achieve a new level of excellence benchmarked against a credible national scale. The programme addresses this approach through a focus on excellence in 5 Big Areas and 3 Small Areas.
- 7.7 Reputation Excellence for the Council is a key strand in positioning and marketing the City, but it is not the only strand.
- 7.8 Attached at [Annexe A](#) is a framework for a way forward for Council Reputation Management based on extensive research and advice provided by the LGA. The plan sets out a framework to actively improve the Reputation Management process within a Local Authority. At the same time it provides clear direction, actions and accountability.
- 7.9 As the only democratically elected body in the City, the Council has a clear responsibility to lead, facilitate and champion the best possible marketing 'offer'. Improving the Reputation Management of the Council has a direct bearing on the perception and credibility of the organisation and its ability to do this.
- 8.0 Reality Check**
- 8.1 Wolverhampton is faced with some negative perceptions, like those of many post-industrial cities across the country.
- 8.2 A lack of true identity and common purpose has diluted our ability to present the City cohesively and allowed a lack of consensus and direction to build among stakeholders.
- 8.3 Like every other city and regional 'offer' Wolverhampton has limitations that we must identify and address. Position and perception?
- 8.4 The skills imbalance is fundamental to our future success
- 8.5 Wolverhampton has only limited appeal as a retail destination, cultural or leisure location [Retail-Destination-Europe-2013 \(1\).pdf](#)
- 8.6 Focused and relevant marketing campaigns will significantly help our effort to position and deliver new investment and regeneration opportunities.
- 8.7 We have the opportunity to work in partnership with organisations that have succeeded or which demonstrate 'best practice'. Do we need to be insular?
- 8.8 The key challenge we face is to address these perceptions and make honest changes engaging all sections of the community including local businesses and industry, local media and public sector organisations. By demonstrating a clear understanding of the City offer we will be in a position to actively encourage our partners in the public and private sector to modify and adjust their plans to support a City marketing approach.

- 8.9 Demonstrating a team approach is the single most important factor in dispelling negative perceptions and delivering a Wolverhampton City approach. In blunt terms – recognising that it is the people of Wolverhampton that will improve our situation and that we are prepared to work together to make this happen.
- 8.10 At the core of the Wolverhampton ‘offer’ are the people and businesses that continue to prevail in a challenging industrial, economic and social climate. It is a spirit and motivation that drives the ambition and tenacity of the people of Wolverhampton. Qualities that will ultimately see the city flourish.
- 8.11 Wolverhampton – The People and the Place – ‘Rooted in Real’
- 8.12 We realise our potential as a renowned business, manufacturing and services centre and will renew this achievement i.e. rather than a place where things **used** to be made – it is a place where things **are** made, where services **are** excellent and where people are open and engaged.
- 8.13 We will close the skills gap and address the skills mix. Wolverhampton is a place where skills matter and the opportunity to learn new skills is fully accessible and actively engaged – at every level, from school leavers through college and university students. Our skills development efforts are relevant to a modern, agile, mixed and balanced workforce. Recognising the areas of deprivation in our city we will also make a significant commitment to people returning to skills and training from underperforming sections of the community. We are in this together.
- 8.14 Wolverhampton is a place that understands and promotes a unique blend of history, culture, technology, creativity and imagination. With a focused effort we can provide a unique visitor and community experience. We will join up the leisure offer and package it better both in terms of content and functional delivery. We will work to leverage logistic strengths in partnerships across the City e.g. ‘Gravity’ events and linking up ticketing, booking and reservations systems for both public and private sector players.
- 8.15 Our communities are a source of pride. They are moving on a journey that will see them thrive and actively promote the Wolverhampton as a place for diversity and opportunity in a safe and prosperous environment. A focus for the people of the region, their aspirations and achievements.
- 8.16 Understanding the key drivers and activities in the ‘offer’ allow a focus on developing, promoting and marketing the ‘offer’ as part of the Wolverhampton ‘sell’.

9.0 Wolverhampton City Marketing

- 9.1 By definition the Wolverhampton marketing role extends beyond the Council
- 9.2 Internal – Economic Development, Regeneration, Visitor Economy, Leisure, Skills, Communities.

9.3 External stakeholders and partners playing a full and active role

- Industry/Business
- Schools/Colleges/University
- Private Sector Leisure
- Public Sector Partners
- Regional and National Government

10.0 The Role of the Council is to Lead, Focus and Enable 'Team Marketing'

10.1 It is also clear that the Council are not in a position to fully resource a City-wide marketing approach. The Council is, however, best placed to provide the structures, governance, process, ambition, leadership and delivery of marketing plans and campaigns.

10.2 This strategy deals with establishing the mechanism for marketing Wolverhampton based on a public sector lead approach. At the same time, it looks forward to expanding this mechanism to include a diverse range of partners including education and skills, private sector companies and businesses, communities and leisure stakeholders. The ultimate goal is to establish a mechanism and process for all key partners in the City to play an active and appropriate role in winning new investment, business and development for the City and the region.

10.3 The Wolverhampton City Marketing Strategy is based on the potential and ambition of this partnership. Recognising what we do well, providing credible and tangible evidence of who we are, what we offer and how we act. Central to this presentation is a clear understanding of the 'offer'.

10.4 The basic principles of the 'offer' are directly linked to:

- Business – how we support, develop and encourage industry, services and manufacturing.
- Skills – how we develop and support the opportunity to gain skills that provide the jobs which sustain and develop our businesses and communities.
- Visitors – how we support businesses and the community in promoting and attracting visitors for both leisure and business.
- Communities – how safe, prosperous and engaged our communities feel and how we meet their aspirations individually and collectively.
- At every level in the City there are inspiring, ambitious and successful programmes being run to provide the best possible opportunities for residents. To a large extent, these activities are silo-ed and are undersold in terms of how they present success and achievement.
- One of the aims of the Marketing Strategy will be to engage partners in each of these strands and provide a real understanding of how their efforts impact on 'Improving the

Offer' of Wolverhampton. Raising the game in each of these sectors provides a narrative that defines the City and provides a focus for all stakeholders to reach out and be more ambitious in their delivery and expectations.

- This narrative – what we do, what we say, how we do it – is at the heart of the City 'offer'.

How we 'sell' it?



10.5 A consistent and clear understanding of what we are trying to promote is essential to our marketing proposition. It is also important that we use this messaging model to ensure consistency in the messages delivered by all stakeholders in the marketing partnership.

Wolverhampton Key Marketing Messages

- Business – A city/region of Innovation, Technology, Services and Manufacturing excellence at the Heart of England
- Skills – People that are Proactive in Exploiting the Opportunity for Skills Training at Every Level of our Community
- Visitor – A unique Cultural, Festival and Destination Experience Reflecting our Innovation, Sense of Life, Community and Heritage
- Live – A Community built on Equality, Opportunity, Determination and Aspiration for All

10.6 These messages set out the tone and direction of our 'story'. To deliver them effectively they will be linked to our offer and the exciting and exceptional achievements of our stakeholders to illustrate the message.

11.0 Exploiting Opportunity

11.1 Reflect through individual 'stories' the work of colleges, schools and the university to encourage local young people to gain skills relevant to local industry.

11.2 Profile the key role our schools play in promoting and delivering a spirit of challenge and the entrepreneur culture - Young Entrepreneur Programme

12.0 Visitor

12.1 Working across our leisure offer in terms of venues, events, and community performance activities, provide regular City-wide showcase events that draw the city together and highlight the vibrancy of the region – 'Gravity' events.

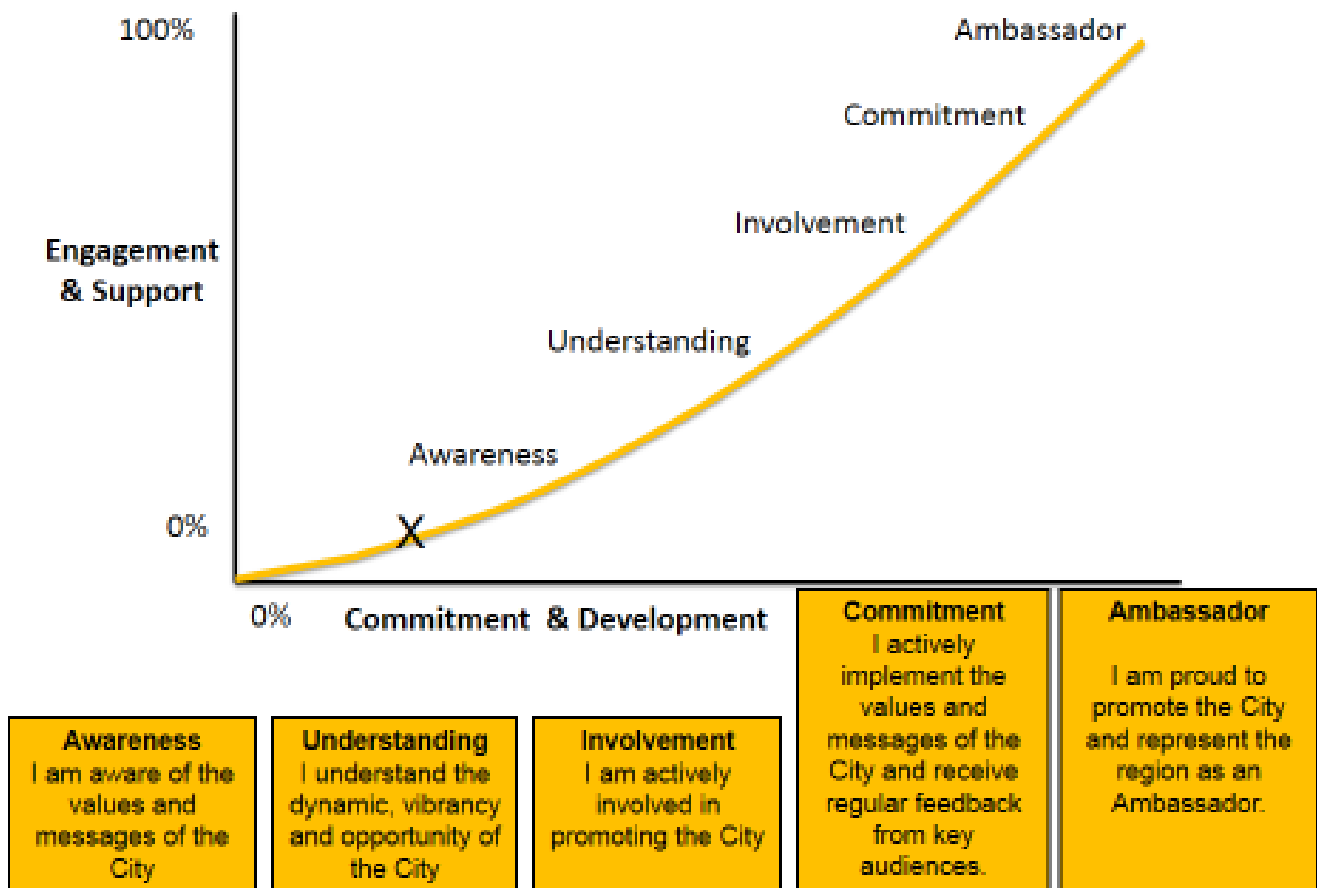
12.2 From a pure marketing perspective our aim is to match the excellence, potential and characteristic of Wolverhampton as closely as possible with the demands and desires of our potential customers, investors and all interested stakeholders.

12.3 On this basis alone, the rationale for working in a coordinated 'offer' as a Wolverhampton City partnership provides compelling business and economic sense.

12.4 To fully engage our regional stakeholders and partners we must share the same messages and an understanding of what they represent. Currently this is disjointed. Where we have senior stakeholders working at the highest level of Government and industry they have no formal understanding of what we are trying to 'sell' as Wolverhampton.

12.5 The aim of a coherent messaging campaign is to fully engage these individuals and communities so that they can operate in any environment as ambassadors of the City. At the same time, we can provide a 'story' or narrative that demonstrates strong and compelling examples of the core messages we stand for.

City Marketing Stakeholder Engagement and Messaging



13.0 The Marketing Functions and Process

- 13.1 The marketing organisation and operation is fractured within Wolverhampton and within the City Council. There is a focus on individual functions and task but a lack of direction and delivery of coordinated campaigns. This imposes a limitation when a campaign reaches a critical delivery point and where the 'offer' requires more than one 'player' to be involved.
- 13.2 It is vital that any potential customer has the impression that they are dealing with a single coordinated interface that has its internal act together and where the 'offer' can be relied on for support across all stakeholders.
- 13.3 To some extent Wolverhampton City Council Marketing Communications is considered to be the vanguard of the marketing effort. In reality this function can only have limited impact and effect as the deliverable is invariably some form of marketing collateral. This is principally because Marketing Communications is a support function and not a frontline campaign delivery mechanism with clear marketing objectives and targets responsible for delivering a customer.
- 13.4 The basis of this strategy is to change the current arrangement and establish a formal structure and organisation for effective marketing based on Governance, Resourcing, Leadership and Support Services.

- 13.5 While it is important to have a truly effective Marketing Communications capability it is vital to have a clearly identified Marketing team and approach. The latter is less well defined in in the City Council.



- 13.6 The principle factors in establishing a proactive marketing organisation and programme are governance, direction, leadership and teamwork at the right levels.
- 13.7 As an initial phase this strategy proposes forming a core marketing capability built around an agency approach from within existing resources. As the organisation matures this can be further developed as a standalone organisation responsible for City marketing at the direction of the City Board. The ultimate aim of the marketing organisation should be to achieve sustainable self-funding from both public and private sector partners while demonstrating delivery of credible new business opportunities. As the principal marketing agency for the City the agency will lead on commissioning, tendering and coordinating all active campaigns and support activity. It will also be the primary interface to other marketing organisations such as Marketing Birmingham and Black Country Consortium. As such the core appointments are linked to Marketing Leadership, Business Development, Market Intelligence and Marketing Communications.

The launch roles for these appointments are as follows:

13.8 Marketing Leadership

- Implement a briefing programme for key stakeholders to explain and demonstrate the marketing approach.
- Lead the secretariat activity required for implementing and coordinating with the Operational and Strategic Marketing Boards.
- Act as a member and Secretary of the Operational Marketing Board.
- Develop and implement a training programme for Campaign process, governance and delivery with key individuals to embed campaign marketing.
- Implement a process of Campaign Briefs and identify an initial set of active campaigns with associated business plans and objectives.
- Establish the Marketing Team presence with key partner stakeholder including Marketing Birmingham and Black Country Consortium.
- Identify and develop potential funding sources and opportunities to provide a sustainable organisation including public sector funding and private sector contributions.
- Act as a member of the management oversight of the Improve the Offer programme.
- Develop a stakeholder/bondholder model to provide funding and support from key City stakeholders.
- Establish a marketing support meeting programme for internal and external sharing and development of campaigns, process, intelligence and opportunities.

Business Development

- Identify and establish the business case for nominated active campaigns.
- Identify and establish a business scorecard system for campaign assessment.
- Establish a target list by sector and customer for potential campaigns in the period 2014/15.
- Establish a 'requirements' portfolio of both City and Black Country opportunities for consideration as campaigns.

Market Intelligence

- Establish a single source reporting system for active campaigns based on a SWAT analysis of the business case for active campaigns.
- Establish a competitor bid model for use in bid assessment.
- Develop an opportunities register of potential campaigns in the period 2014/15.
- Develop a contacts register/map of key decision makers and influencers linked to potential campaigns and stakeholder participation.
- Establish a commissioning and collating process with regional partners for core marketing intelligence statistics and information.

Marketing Communications

- Establish a single source of key point material for the Wolverhampton marketing premise.
- Establish critical links to partner organisation to identify and leverage communications funding opportunities for both campaigns and the Improve the Offer programme.
- Develop an initial suite of information representing the City marketing premise as a baseline.
- Establish a MarComms partner contact register for key City stakeholders.
- Develop and exploit the Improve the Offer programmes to identify and articulate 'stories' supporting the City narrative as an online resource.
- Establish an online resource for City Marketing as a standalone City marketing premise common to all campaigns.

14.0 Governance

14.1 Strategic Marketing Board

Wolverhampton Strategic Marketing Board – led by Leaders/Chief Executive Officers and their Equivalents from Other Regional Stakeholders both public and private sector

- Set the strategic direction of the marketing approach and campaigns to ensure continuity with future requirements, plans and developments. Matching the city capability to our marketing ambitions.
- Vote or Veto – Agree and endorse targets and support for individual and collective campaigns.
- Provides a high level resource to be engaged and deployed as part of a campaign.
- Provide campaign access and resources through established networks at the right level of industry, government and politics.
- Scrutiny – Provide direction, support and executive agreement on Campaigns and the 'Improve the Offer' programme.
- Review – Selected campaigns on a 'call forward' basis.
- Agree a partner and regional marketing target list.
- Allocation of campaign lead and agreement of objectives, schedule and engagement.

15.0 Management and Resourcing

Operational Marketing Board

Chief Executives/Strategic Directors and Partner Equivalent

- Lead – Authorises Campaign Plans and nominate the Campaign Lead responsible for delivery of a campaign on behalf of the Board. Based on 'best placed for the job' from among all stakeholders.
- Provides executive, financial review and policy control over campaigns.
- Prioritise new campaigns to determine the level of commitment, schedule and projected outcomes – reality check.

- Review and assess the achievements, feasibility and sustainability of ongoing campaigns.
- Agree and direct resources in support of forward campaigns including funding and personnel.

16.0 Delivery

Campaign Director/Lead (Tactical)

- Directly responsible to the Operational and Strategic Marketing Board for all aspects of leadership, management and administration of a campaign including framework, campaign plan, targets, partnership relations, offer, resources, finance, intelligence, marketing services.
- Provides leadership to the combined campaign team and sets objectives and targets for partners and functions within the campaign team.
- Manages all aspects of the campaign administration for accountability, scrutiny and audit as required by the Operational and Strategic Board.

16.1 Campaign Partners – the key elements that make up the 'offer'

- Commercial/financial package
- Property and property services
- Skills and education
- Trade and business support organisations
- Local businesses and representatives
- Local Government Administration, Leadership and Executive etc.

16.2 Marketing Support Services

Intelligence

- Provide competitor and bid information in support of all campaigns based on a collective data set.
- Provides a market intelligence monitor of key decisions, schedules, activities and events within the campaign environment.
- Provides a forward view for potential campaigns and supporting data.

Finance

- Monitor and review campaign costs and spend in line with direction from the operational board.
- Coordinate 'financial/commercial offer' for each campaign as required.
- Monitor, seek and apply for funding and support relevant to each campaign and for use in sustaining the organisation.
- Monitor funding for 'Improve the Offer' strands to ensure best leverage.
- Provide comprehensive and competitive financial options and assessment in direct support of commercial bids and offers.

- Manage stakeholder financial contributions and support for clarity, accountability and external audit.

16.3 Marketing Communications

- Maintain and support a central data and information source of common marketing collateral across all media approaches including publicity material, social media and networking, presentation material, promotional material (film and video), events and protocol.
- Operational planning, coordination and management of key inward and outward delegations and visits.
- Support and maintain resources for stakeholder/partner (Bondholder) management including events, protocol, publicity, sponsorship and engagement.

16.4 Business Development – Identify and prepare target campaigns

- Responsible for establishing the business case for potential campaigns.
- Provide analysis, interpretation and application of market intelligence.
- Establish and manage contact maps for campaigns and for the Marketing organisation.
- Provide campaign administration and support.

16.5 Marketing Campaigns

- The aim of a campaign is to clearly identify
- Target customer or investor.
- Understand and analyse the customer requirement.
- Develop and coordinate an 'offer' to meet the requirement.
- Manage delivery of the 'offer' in to the right context at the right time during the customer decision making process.
- Coordinate the campaign team to ensure the right person has the right message and a time and place to deliver this.
- A clear understanding of the end game and how this is achieved.

Campaigns can involve a number of different organisations and partners as customers and investors. For clarity the Marketing organisation will be responsible for coordinating an initial [Campaign Brief](#). This document sets out the scope, strategy and content of a campaign. It provides the basis for a Campaign Business Plan. The Business Plan initiates a campaign and will be subject to agreement by the Operational and Strategic Marketing Boards on a case-by-case basis.

Joint Marketing Services and Campaigns Capability – the journey



Initial Actions Following Endorsement by SEB

Task	Actions	Responsibility
Internal Briefing Programme to key decision makers and stakeholders on the Marketing approach	Member Briefings and endorsement	
External briefing programme to key City stakeholders	Business Champions Skills and Education Leaders Visit and Leisure Leaders City Board	
Nominate WCC Lead Officers for Improve the Offer 'strand' Business, Skills, Visit/Leisure, and Communities.	As part of organisational change realign key players for each stand to a single management approach for marketing. Populate Improve the Offer based on existing programmes such as City Pledge and Events and Festival Programme	
Nominate WCC Lead Marketing Officer	Responsible for coordinating all active	

	campaigns and developing initial campaign Brief with objectives for consideration by SEB	
Nominate Lead Marketing Communications Officer	Responsible for commissioning all Campaign MarComms activity. Responsible for developing a repository of key marketing information and material for communications consistency	
Nominate Marketing Intelligence Lead Officer	Responsible to LMO	
Initiate a programme of Campaign Marketing Training for key individuals	Skills set for process and framework for campaign launch and delivery	
Establish three – Six baseline Marketing Campaigns		
Establish formal links and liaison process with key partner organisations including BCC and Marketing Birmingham	Collaboration, Resourcing, funding and leverage projects and schedules.	

17.0 Financial Implications

- 17.1 At launch and set up there are no significant financial considerations for adopting a proactive marketing approach. The programme would make use of existing resources, but provide a more effective focus and direction for their actions and activities. Providing a clear framework for a business plan related to each campaign may also promote the use and leverage of external marketing funding available through organisations such as the LEP and Marketing Birmingham.
- 17.2 Within the Improve the Offer programme there are potential saving implications through reorganisation of services and delivery, particularly within the Visit and Leisure sector, and through a more proactive a wider spread of external funding opportunities. The Reputation Management programme also has the potential to deliver savings as the programme strives for greater accountability, governance and visibility for the marketing

communications spend and delivery as well as providing a focus for projects. These savings cannot be evaluated at this stage.

- 17.3 In the longer term a decision to move marketing to an external agency position will have financial implications that include options for external funding from both public and private sector sources. This however, would be the subject of a more detailed business plan and financial model in the event that it is considered. [GE/26022014/I]

18.0 Legal Implications

- 18.1 At launch there are no apparent legal implications that are not already covered by collaborative arrangements already in place for development of partnership structures. [RB/24022014/M]

19.0 Equalities Implications

- 19.1 At this stage of the programme there are no apparent equality implications.

20.0 Environmental Implications

- 20.1 There are no additional environmental considerations from this proposal that require consideration.

Current Strategic Campaign Opportunities

As a prelude to establishing an independent Marketing organisation it recommended that the operational process and functions begin to adapt to a 'true' Marketing role as soon as possible. To provide focus for this effort it is suggested that a Task & Finish Group be established to coordinate the development of Marketing Campaign Briefs for submission to the Strategic Marketing Board for consideration and review.

The following campaigns are strategic in their nature but have the potential to realise significant results. At the same time, launching these campaign sets out a clear message that Wolverhampton and the Black Country are open for business as a team and that we are focussed on delivering results.

Campaign 1

A UK Centre of Excellence for Automotive Components

Manage the Downturn – Prepare for the Upturn

[13-975es-driving-success-uk-automotive-strategy-for-growth-and-sustainability.pdf](#)

Objective

Establish the commercial and skills basis for development and location of an Enterprise Zone focused on a UK automotive centre of excellence for automotive suppliers based on the direct requirements of key automotive manufacturers within the UK.

Goals

- Establish a Business Plan supported by Automotive OEMs, trade organisations and potential investors for the development and investment in a Black Country based automotive component design, manufacture and technology site.
- In collaboration with DSTI establish the business plan and rationale for a significant UK Government investment in the Black Country in support of the development of a national component manufacture centre of excellence.
- Establish a single point of contact recognised by the key UK automotive trade organisations, prime contractors and Grant Holders as a conduit for investment, skills and manufacturing capacity within the Black Country.

Notes:

- Bentley cars SUV will be built at the factory in Crewe, resulting in the creation of over 1000 jobs in the UK.
- Car industry gearing up for a £2billion Government injection
- SMMT report states UK has become a 'destination of choice' for global vehicle manufacturers. It also explains the major supply chain opportunities that exist and what makes the UK an increasingly attractive market.

Campaign 2

Bring Back Office Government to the Black Country

[Decentralisation an assessment of progress.pdf](#)
[budget2010_smith_review.pdf](#)

Objective

Establish the political, commercial and skills rationale for relocating a significant Public Sector back-office support function to the Black Country based on the findings and recommendations of the Roberts Report.

Goals

- Establish the strategic and operational campaign dialogue with a major public sector department or agency for the planned relocation of back-office services to the Black Country.
- In collaboration with campaign partners establish a compelling business plan offer to underpin a public sector relocation to the area.
- Establish a single point of contact recognised by the key UK Government and affiliated agencies as a source for future opportunities in relocation and as a conduit for investment, skills and infrastructure within the Black Country.

Notes:

- Ian Robert Report on Government relocation from Central London still valid for some 15,000 jobs.
- Opportunities exist to exploit this on a coordinated basis
- Other Government relocations of back-office support are being reviewed as a financial imperative e.g. Regional NHS, Police and Fire Services

Campaign 3

Call Me – UK Call Centre Training, Service and Infrastructure Hub

Objective

Establish the commercial and skills rationale for relocating FTSE 100 service sector companies call centres and support within Wolverhampton and the Black Country.

Goals

- In collaboration with the Call Centre and Customer Service Trade organisations develop and establish a dialogue for the development and implementation of a UK centre of excellence for call centre administration and training alongside a significant pool for active call centre operations.
- Establish both strategic and operational campaign dialogue and partnership offers with a FTSE 100-size service industry with a requirement for relocation or location of a call centre within Wolverhampton or the Black Country.

Notes:

- THE UK's third-largest bank has moved all of its Indian call centre operations back to the UK.
- 500 jobs have been relocated to existing contact centres
- Anne Marie Forsyth, Chief Executive of the Customer Contact Association, said the relocations are due to increasing numbers of complex calls dealt with from within the UK rather than overseas.

Campaign 4

Patient Care and Administration – A UK Centre of Excellence

[HEE-Business-Plan-13-14-10-July-2013-Final.pdf](#)

Objective

Establish the political, commercial and skills rationale for establishing a UK centre of excellence in the Black Country for training, administration and regulation of care and health training to improve and accredit national standards of care training and administration in the UK.

Goals

- Establish the strategic and operational dialogue with relevant Health and Adult Care Agencies at a national level to fully understand and identify the rational and requirement for a UK Centre of Excellence in Care Training and Administration.
- In collaboration with campaign partners develop and establish a compelling business case for locating a Centre of Training and Administration for Care in the Black Country.

Notes:

- Health Education England £5 billion budget will help frontline staff to further improve their ability to care for patients
- NHS is investing to train the next generation of doctors, nurses and healthcare assistants
- Norman Lamb outlines national minimum standards for preparing new recruits to work in nursing homes. Carers who help with tasks such as washing and dressing elderly people in their own homes will also be required to undertake the training.
- A 'national centre of excellence' training agenda is forming within the NHS that can be supported based on development of proven capabilities in Wolverhampton.

Campaign 5

The Digital City - The New Horizon and the New Economy

[Ukie submission for CMS Committee inquiry into Support for the Creative Economy - November 2012.pdf](#)

Objective

In collaboration with the major UK digital entertainment players, establish the requirement, demand business case and skills development requirement for a dedicated development, production and business skills facility within Wolverhampton and the Black Country to encourage and support the development of SME digital companies.

Goals

- In collaboration with the Digital Gaming and Leisure Industry Trade Association establish a dialogue to understand and define the requirement and rationale for a Regional/UK Centre of Excellence, Business Support and Creativity for Digital SME companies.
- Based on this dialogue, develop and implement a campaign business case for a Digital skills, commercial, development and business community hub within Wolverhampton and the Black Country.

Notes:

- The West Midlands is home to nearly a quarter of the UK's digital gaming workforce and over 5,800 digital companies including market leaders such as Codemasters, Sega, Rare and Blitz
1. A requirement has been identified to support these businesses through incubation to foster business support, creativity and skills to meet their development and growth requirement for the future.