

## Appendix 1

<b>Subject: Proposal for Bradford Place Marketing and Investment Partnership</b>	
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### 1.Purpose

This report requires a recommendation on the strategic development of a Place Marketing and Investment Partnership for Bradford. It follows work by Culture Creativity Place Ltd looking at Bradford's promotional capacity in the context of the UK City of Culture bid, the DCMS de Bois Review of destination marketing agencies and the need for the city to strengthen and join up its collective work in place, investment and destination marketing. It is informed by a previous consultation exercise, workshops and the paper 'What does excellent look like' in place marketing.

It recognises that there are multiple public and private sector agencies promoting the city and district, no common narrative and multiple brands and logos in use. It suggests that it is now critically important for the Council to take the initial steps to establish, and support a place-marketing partnership, recruit a chair and appoint a small team to drive forward and coordinate the collective efforts of the district.

### **EQUALITY & DIVERSITY:**

Place marketing is essential to the successful delivery of UK City of Culture or the legacy of bidding which directly supports all four Bradford Council equality objectives, and the 10-year aims of 'Culture is our Plan' to improve diversity and representation in the sector. Research shows that one of Bradford's strengths is its diversity but that this could be better reflected in place and investment marketing and in the potential diversity of visitor profiles in the district. The proposal will have a direct and indirect impact on developing skills and jobs in the district.

### 2.Decision required

It is recommended that the Council facilitates the establishment of a Place Marketing and Investment Partnership with a board drawn from a range of partners to create and oversee a Place Marketing and Investment Plan for the district.

It is proposed that the Board appoints a founding chair for 3 years as an experienced champion and chair of the board to front the work. The Council would be represented on the board by Portfolio Holder Regeneration and Assistant Director, Economy and Development.

In terms of resourcing the project, it is proposed that a budget is created to enable the alignment of a central team to coordinate the efforts of all partners and based in a hub outside the Council for an initial 5-year period, providing evidence of commitment to 2025 and its legacy. The council will create a budget from a mixture of existing resources such

as the destination marketing budget, Welcome to Yorkshire budget allocation, internal comms budgets and other funds from West Yorkshire Combined Authority as part of capacity building.

### **3. Background**

The proposal is informed by the strategic context of:

- Bradford's economic recovery plan and its ambitions for inward investment and the development of the night-time economy.
- Evidencing the city's promotional capacity in the UK City of Culture bid.
- The DCMS Review of DMO's which offers the potential for investment in a range of regional and city-based 1<sup>st</sup> and 2<sup>nd</sup> tier destination marketing agencies
- The new 10-year cultural strategy for Bradford, 'Culture is Our Plan'.
- Significant product development and future capital plans for the district.
- The Government levelling up agenda and the prospect of structural/other project funds over the coming years plus a regional devolution deal support for visitor economy.
- Regional agency Welcome to Yorkshire going into administration and subject to review by the West Yorkshire Authorities.
- Bradford having past the 'sell by date' of its current 'destination management plan' and needing a clear marketing strategy for inward investment.
- Opportunities to promote Bradford collectively.

One of the primary drivers of the timetable has been the bid for UK City of Culture in 2025 and the need to provide credible evidence to the judging panel that Bradford has the promotional capacity to deliver the title.

Following an initial consultation with a range of partners, a workshop was held with external partners to examine the issues and sound out the principles of a place marketing partnership. A range of options were explored by the consultants. There was considerable support for the proposed model of a Place Marketing Partnership to include:

#### **PLACE MARKETING ADVISORY BOARD**

City of Bradford MDC, University of Bradford, NEC Group, National Science and Media Museum, Bradford Cultural Voice, BID representative, City of Culture 2025, Salts Mill and Leeds/Bradford Airport.

#### **BOARD REMIT**

- Chair to be appointed by the Council through advert in and local search.
- Main role of the board is to ensure the delivery of the Place Marketing and Investment Plan.
- Custodians of the narrative for the city and overall branding.

#### **PLACE MARKETING (AND INVESTMENT) PLAN 2022-2026**

Led by City of Bradford MDC, the creation of the plan will be a collaborative effort from all place marketing partners. All partners will have elements of the plan to deliver and an obligation to sign up to deliver their contribution to the plan. A key role for the partnership would be to ensure a more coordinated and impactful place narrative and branding.

#### **PLACE MARKETING NEEDS**

- Head of Place Marketing & Investment
- Graphic design
- Project manager
- Press and PR specialism

- Social media specialism

Some of these appointments could be secondees from both City of Bradford MDC and other partner organisations and other existing posts, such as the inward investment partnerships manager, might co-locate in a shared hub to create the heartbeat of the partnership, promoting collaboration, teamwork and coordination. Secondees might be for an initial 2 years to retain the learning experience and allow a larger number of people to gain experience of working with the new hub and allow people to return to their substantive roles. All of this will be in line with a HR consultation process.

#### **4.Key issues**

The proposals will need to deliver greater alignment and build stronger cross departmental working in economic development, communications, inward investment, and culture. The key issue is one of the Council recognising that place marketing is a shared city responsibility. The realignment of some existing budgets will be important to establish sufficient flexible resource to attract other partners and should be actioned swiftly to deliver on City of Culture or the momentum of bidding. Whilst the council would be central to the body it would need to respect its independence and to work collaboratively, fleet of foot and creatively. There will need to be a review of all brands and a coherent design approach.

#### **5.Financial, HR, Communications issues (including value for money)**

The core costs of the proposed partnership will require council seed funding until other external partnership resources can be attracted. This is estimated at £280,000 a year for staff posts, and hosting costs, with additional marketing, PR and campaigns resourced at £275,000 through realignment of some existing budgets and securing other partners. Other such 'bodies' have been successful in securing funding from partners and external sources. Whilst the DCMS has yet to announce resources following the De Bois Review, Bradford has the potential to attract national funds if successful with UK City of Culture or from Visit Britain if it meets the criteria. It has recently missed out on potential national DMO marketing destination recovery funding as it didn't have a DMO and existing funding relationship with Visit Britain.<sup>1</sup>

#### **6.Options**

**Option 1 – Status quo – No action:** This will continue to leave Bradford in a weak position in relation to inward investment. It will mean that the district will not meet the criteria set out in the DCMS review of DMOs and the city could therefore miss out on regional and national opportunities for funding. The status quo would expose major weaknesses in Bradford's promotional capacity for the delivery of UK City of Culture.

**Option 2 - Council take control of everything:** This would fail to realise the benefits of external partner budgets, wouldn't meet criteria for national tourism funding through the DCMS DMO review and would demonstrate a lack of collaboration and partnership to the City of Culture judging panel. There would also be reputational issues with other local partners as the Council is viewed as lacking vision and coordination in its existing marketing and branding.

**Option 3 – Set up stand-alone Place marketing agency –** This would involve setting up a company or trust tasked with an SLA to promote Bradford for various purposes modelled

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<sup>1</sup> [https://www.visitbritain.org/visitengland-announces-successful-applicants-second-round-its-dmo-marketing-recovery-fund?utm\\_source=vebiz\\_linkedin&utm\\_medium=social&utm\\_campaign=press\\_release&utm\\_content=DMO](https://www.visitbritain.org/visitengland-announces-successful-applicants-second-round-its-dmo-marketing-recovery-fund?utm_source=vebiz_linkedin&utm_medium=social&utm_campaign=press_release&utm_content=DMO)

on the likes of successful models such as NewcastleGateshead and West Midlands Growth Company. Whilst this model might have long term benefits it would be significantly more expensive and would have major staffing, HR and finance implications. Whilst some agencies felt that option was worth exploring there was no appetite in the council for a new stand-alone agency and it would take much longer to implement.

**Option 4 - Establish new place marketing and investment partnership:** This will accelerate work around economic recovery and support the visitor economy. It will potentially position the district to meet the DCMS De Bois Review criteria. A five-year commitment to a clear plan on place marketing will strengthen the City of Culture delivery phase or legacy of bidding. The plan gives the opportunity to galvanise the district behind a common cause resulting in an acceleration of social, economic, and reputational benefits to support future inward investment and tourism in Bradford. The virtual hub model allows flexibility to expand as resources come available. It can be actioned swiftly.

## 7.Recommendations

It is recommended that Option 4 is chosen and that:

- The Council facilitates the establishment of a Place Marketing and Investment Partnership.
- A board is drawn up from a range of partners to oversee a plan for the district and to report into the Council and Economic Partnership Board.
- The Cultural Place Partnership appoints an experienced champion and chair of the board to front the work.
- A head of Place Marketing is advertised over summer to meet timelines for City of Culture readiness.
- Work is progressed on a broad Place Marketing and Investment Strategy.
- Further work is also commissioned to support Visit Bradford and other partners on the framework for a new Destination Management Plan to meet DCMS criteria.
- Resources are identified, initially from the Council, and WYCA to appoint a small team for an initial 5-year period (i.e., beyond 2025) to coordinate the efforts of all parties.
- That a future phase of work explores other funding sources for the Partnership.
- In due course a common place narrative, imagery and branding is developed to underpin all aspects of Bradford's promotion.

Report Sponsor: Jason Longhurst	Contact Officer: Name Nicola Greenan Tel. No. 07866 005482
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