

TELFORD & WREKIN COUNCIL**CABINET - 25 APRIL 2013****'DESTINATION TELFORD' – DELIVERING GROWTH AND SHAPING PLACES****REPORT OF DIRECTOR: DEVELOPMENT, BUSINESS & CUSTOMER SERVICES****LEAD CABINET MEMBER – CLLR CHARLES SMITH****PART A) – SUMMARY REPORT****1. SUMMARY OF MAIN PROPOSALS**

1.1 'Destination Telford' is a programme of work that will develop the Telford brand. It will promote the Telford product as a competitive offer to the key target audiences vital for growth. These include developers, inward investors, house builders, business and leisure visitors as well as key agencies and intermediaries. As well as promoting Telford to investors the programme will deliver significant benefits to local residents through economic growth and job creation and by increasing pride in the Telford 'brand'. 'Destination Telford' covers a range of work which is already contributing to delivery of the Council's Vision including Shaping Places (Planning Policy) and the Council's Invest Programme. Destination Telford will maximise Council resources, building on investment and service delivery improvements that are already being made and ensuring a coordinated and consistent way of working across the Council.

2. RECOMMENDATIONS

- 2.1 That Cabinet approve the proposals to develop and deliver the Destination Telford programme set out in the Report
- 2.2 That Cabinet delegate authority to the Director: Development, Business & Customer Services in consultation with the Lead Member for Communication & Tourism to undertake all necessary actions to deliver the Programme.

3. SUMMARY IMPACT ASSESSMENT

| | | |
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| COMMUNITY IMPACT | Do these proposals contribute to specific Priority Plan objective(s)? | |
| | Yes | Protect and create jobs as a Business Winning and Business Supporting Council. |
| | Will the proposals impact on specific groups of people? | |
| | No | |
| TARGET COMPLETION/ DELIVERY DATE | See section 4.34 | |
| FINANCIAL/ VALUE FOR MONEY IMPACT | Yes | A revenue budget of £150k has been allocated from available reserves to fund the proposals set out in this report. The aim of Destination Telford is to encourage growth which should increase revenues to the Council from Business rates and Council tax. Income generated from festivals and events is to be reinvested within the Destination Telford budget to match fund external funding opportunities and provide ongoing sustainable funding for the programme. Financial advice and support will be provided throughout the project. |
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| LEGAL ISSUES | Yes | The only legal implication directly arising from this report is that any contracts which are awarded will need to be let in accordance with the requirements of the Council's Contract Procedure Rules. |
| OTHER IMPACTS, RISKS & OPPORTUNITIES | Yes | The Programme will place Telford in a position to compete locally, regionally and nationally for investment |
| IMPACT ON SPECIFIC WARDS | No | Borough wide impact |

PART B) – ADDITIONAL INFORMATION

4. INFORMATION

- 4.1 Leading city economies such as Birmingham and Manchester, once centres of industry, are today transforming their local economies with strong programmes of product and service development that have redefined their 'brand'. Through effective marketing of this brand they have become business, cultural, tourism and convention capitals.
- 4.2 If Telford is to grow and attract investment and jobs, it needs to follow these examples and develop an effective Telford 'brand' that promotes unique selling points and imprints an image of Telford in the minds of its key audiences as a place to invest, work, meet, visit and live. This is what 'Destination Telford' aims to achieve.
- 4.3 Physical investment is being made in the Borough and this will help underpin the development of the 'Destination Telford' brand. Most significant is Southwater in Telford Town Centre with the £250m investment providing the catalyst for more change and further investment.
- 4.4 Other physical regeneration, key to the Destination Telford brand includes:
- Regeneration of the New Town Estates and Borough Towns such as Brookside, Hadley and Oakengates
 - Building Schools for the Future programme
 - Land stability in the Ironbridge Gorge World Heritage Site
 - Roads maintenance
 - Environmental projects and initiatives – Telford's shop window
 - Major housing programmes such as Lawley, Ketley and Lightmoor
- 4.5 Physical investment is being accompanied by improvements in service delivery particularly driven by the Invest in Telford Programme, with elements including:
- Pledges in the Business & Development Charter
 - The restructure of Business Support service to provide co-ordinated, client focussed support to business
 - Establishment of a Commercial Board to drive opportunities for income generation, efficiencies and keeping the Telford pound spent in Telford

Target Audiences

- 4.6 To effectively deliver Destination Telford we must be clear about the Telford 'offer' and match that offer and how we market it to the target audiences. Those target audiences fall under the following areas:

- 4.7 Our primary audience are our residents. Our residents are our 'ambassadors' and we must ensure that they are able to see and share the benefits of Destination Telford so that they can support us in effectively 'marketing Telford' to a wider audience.
- 4.8 Our existing businesses are aware of the advantages of investing in Telford and can help to communicate the unique selling points of the town to potential investors and developers. Destination success will see existing businesses benefit through new markets, improved supply chain links, new employees attracted to live and work in the town and improving the skill base.
- 4.9 The Council must promote 'Destination Telford' to a range of local audiences key to the delivery and promotion of our brand. These include colleagues across the Council, elected members, partners such as Ironbridge Gorge Museums Trust, Sovereign Land and Area (Telford Town Centre owners), the Telford International Centre, the Shropshire Star and local, regional and national agencies and media.
- 4.10 Key to the successful growth of Telford, are those audiences beyond the Borough. Their investment in the town will drive delivery of the growth and jobs that will be of direct benefit to our local communities. Destination Telford will have a range of audiences from house builders, commercial developers, new business investors, business and leisure tourists and new and potential residents to external funders and key government departments such as UKTI and BIS who can help us to put Telford on the investment map.
- 4.11 In order to effectively market Destination Telford to these audiences we need to understand current perceptions of Telford and what would motivate existing and potential audiences to engage with us. This will be established via focussed market research and analysis which will also identify our competitors offer.

Place Brand

- 4.12 If Destination Telford is to be successful, we need to understand what Telford is as a place now and what we need it to be to engage our target audiences. We need to develop a cohesive place brand which identifies and draws together the unique selling points (USP's) and core values of our brand and ensures that these are communicated through everything we do. We have undertaken some work focussed on promoting our USP to the automotive supply chain but this needs to be expanded to develop a clear 'core' brand/offer that can be marketed and tailored to our audiences.
- 4.13 Destinations need to be distinctive, with a mix of physical attractions and less tangible assets that come for example from the local community and civic pride. Those distinctions need to identify Telford as a place to live and work but also as a great place to expand your business and invest in.
- 4.14 Developing the Place Brand will involve our local communities and businesses. The latter aspect can be led in partnership with the Telford Business Board and the Telford Tourism Partnership. It will also mean, building on the physical transformation and service improvements already underway with further product and service development activity.

Product Development

- 4.15 There are three initial areas of product development already being prepared:
- 4.16 **Gateways and Signage:** The gateways that welcome visitors to Telford are key to defining the Telford brand. They should welcome visitors and raise their expectations. It is vital that we continue to define and reinforce the Telford brand through a coherent and attractive system of signage and other visual references throughout the Borough.

- 4.17 It is proposed to develop a 'way finding' strategy that will encompass gateways, signage and other visual references. This will start with an audit and assessment of existing provision across the Borough leading to a coherent approach for new signage and features. This will establish a 'family' of signage designs that can be applied across the different zones of the Town providing an effective information system whether by car, bike or on foot and more specialist provision e.g. for key gateways, railway station etc. The creation of a 'family' of signage will include a coherent palette and hierarchy of materials.
- 4.18 **Southwater/Town Centre Zone Designation:** The Town Centre is the primary showcase for the Telford brand and it is vital that the different elements or 'zones' that make up the Centre are linked in a legible and complementary way. Those elements include Southwater and the Shopping Centre and also the Town Park, Telford International Centre, Lawn Central and the railway and bus stations. Visitors should be able to easily orientate themselves and easily identify the key routes and linkages between these different zones. This work will be carried out in conjunction with Sovereign Land and Telford International Centre
- 4.19 **Festivals and Events:** In the same way as some of our major cities have reinvented themselves as centres of culture, Destination Telford will use festivals and events to help define the Telford brand and build civic pride. They will raise the profile of Telford, emphasising our reputation for innovation and moving the brand away from the often held perception that Telford is simply a 'new town'.
- 4.20 Partnership working with Telford International Centre has already provided a new access to the Town Park Arena. This will enable the transformation of this space into one of Telford's premier outdoor events venues. Led by the Arts & Culture Team, planning is already underway for a first weekend event in late summer. This will set the scene for a major Festival in 2014 which will encompass our celebrations for the completion of Phase 1 of Southwater.

Marketing & Communication

- 4.21 With clarity about the messages we need to convey, a Marketing and Communications Strategy will set out how we communicate locally, regionally and nationally with our target audiences.
- 4.22 A suite of marketing materials supported by an online presence and other marketing tools will be developed for each target audience.
- 4.23 A campaign will be delivered through a public/private partnership and it will encompass high profile and high impact action to initially launch the Telford brand to our key audiences, followed by a longer term local, regional and national campaign that will gradually change the image and perception of the Town.
- 4.24 The strategy and campaigns will be established in conjunction with the Communications Team but will require external resources to maximise impact and outcomes and ensure a sustainable campaign. A key element of the activity will be the Invest in Telford launch in June 2013 with business and media focussed events in Telford and Birmingham.

Destination Telford – A Way of Working

- 4.25 Destination Telford is a Council wide programme that will drive growth and investment. Many services will already be delivering Destination 'products' but it requires a coherent and connected way of working, promotion and deployment of resources across all services. Delivery isn't just about service areas such as tourism or inward investment but

is about a model of working that allows all services to add value championing Destination Telford to all our key audiences.

- 4.26 The Destination Telford programme links directly with all of the key Borough strategies and policies including:
- The Councils Local Plan – ‘Shaping Places’
 - Shaping Our Future:Telford & Wrekin’s Journey to 2020
 - Invest in Telford Programme
 - Growing our Visitor Economy
 - State of the Borough
- 4.27 **Aligning Resources:** A major part of the Destination Telford Programme will be about adding value to activity already undertaken by the Council. It will be about ensuring, by sharing intelligence across service areas and by encouraging colleagues to think about the Telford product before making decisions about projects, that existing budgets are ‘aligned’; for example signage and tourism marketing budgets and maintenance budgets and capital regeneration.
- 4.28 An initial investment of £150,000 has been identified to support the establishment of the Destination Telford Programme and proposals for the expenditure of this budget are set out in Section 5.
- 4.29 To sustain the Programme the initial investment will be used to lever in private and external funding including:
- Encouraging private sector stakeholders benefiting from the programme to contribute to collaborative national marketing campaigns
 - Reinvestment of income generated from festivals and events
 - Lever external funding including the Arts Council and Visit England and European Structural Funds (2014-20).
- 4.30 **Governance Structure:**
An **Officers Steering Group**, chaired by Service Delivery Manager, Business and Development Planning to plan strategy and commission and direct activity administered by the Destination Programme Officer.
A Stakeholder Board which will involve both public and private sector representatives chaired by the Lead Member, Communication and Tourism will provide a strategic overview and drive delivery.
Destination Telford ‘Champions’ including Council Officers, Elected Members and external stakeholders. These ambassadors will play a lead role in communicating the Destination Telford message to our key audiences.

Programme and Timescales

- 4.31 **Appendix 1** sets out the key activities already identified which will underpin the development of the Destination Telford programme and estimated timescales for their delivery.

5. IMPACT ASSESSMENT – ADDITIONAL INFORMATION

Financial/Value for Money Impact - A budget of £150,000 has been identified and it is proposed that this is allocated as set out in the table below:

| Destination Telford Programme Budget | Estimate |
|--|-----------------|
| Cultural development – festivals and events | £50,000 |
| Market research and competitor analysis | £10,000 |
| Feasibility studies – product development | £15,000 |
| Place brand development | £10,000 |
| Target audience marketing material (print and online) | £15,000 |
| Marketing and communications campaign with contributions from private sector | £30,000 |
| Campaign toolkit (PR, design and print) | £5,000 |
| Destination Telford launch 2014 | £10,000 |
| Contingency | £5,000 |
| Total | £150,000 |

6. PREVIOUS MINUTES

None

7. BACKGROUND PAPERS

Council's Medium Term Plan

Invest in Telford - A Programme of Change (Cabinet 28th February 2013)

Shaping Places Local Plan

Shaping Our Future: Telford & Wrekin's Journey to 2020

Report prepared by Claire Critchell, Destination Programme Officer and Kathy Mulholland, Funding & Investment Team Leader

Appendix One – Programme

| Activity | Timescale |
|---|------------------------|
| Destination Telford Programme Cabinet Approval | 25 April 2013 |
| Launch of Destination Telford programme | May 2013 |
| Develop 'Invest in Telford' suite of marketing materials Appoint event management/promotion agency Invest in Telford Launch Event | May –June 2013 |
| Draw up Product Development Plan | May 2013 |
| Establish Steering Group | May 2013 |
| Target audience – internal desk top study Commission and complete external competitor/perception analysis | June 2013 July 2013 |
| Commission and completion of gateway and signage audit/way-finding strategy development | May – July 2013 |
| Development of the Destination Telford Place Brand - Internal review of existing consultation and analysis of feedback and early stage stakeholder consultation | May – September 2013 |
| Telford Festival Events 2013 | August/September 2013 |
| Place Brand – develop brief and commission creative agency to translate consultation feedback into branding options for consultation | September 2013 |
| Establish Stakeholder Board | July 2013 |
| Develop Place Marketing & Communications Strategy | October 2013 |