



Proposed Derby City Partnership Marketing Organisation

RECOMMENDATION

1. To approve the principle of the Council contributing to the Derby City Partnership marketing exercise, and to establishing and managing the Marketing Team within the Department of Development and Cultural Services.

REASONS FOR RECOMMENDATION

- 2.1 The proposal responds to the DCP Board's perception of the shortcomings in marketing strategy and implementation across the City.
- 2.2 This response can be rapid but sustainable.
- 2.3 The appointment of the Marketing Manager is the first and most significant post, and needs to be completed as quickly as possible.

SUPPORTING INFORMATION

- 3.1 Derby City Partnership Board recently identified the need for the partnership to produce a Marketing Strategy for Derby, and to establish new or improved marketing mechanisms for the preparation and implementation of this strategy. This report presents DCP Board's preferred option for this exercise.
- 3.2 The options for this have ranged from a single marketing officer, through to a fully-fledged independent company. The DCP preferred option is to establish a Marketing Organisation, whose working name will be "Derby Marketing". It will be managed and based, initially in the City Development and Tourism Service of Development and Cultural Services. This will enable us to establish this marketing function with the existing team dealing with tourism, inward investment, and business activities, and to develop the linkages to Derby City Partnership.
- 3.3 The proposal originated from a DCP Board strategic discussion, in which the following key issues were identified:
 - the lack of a co-ordinated, strategic approach to marketing the city
 - the lack of a single, unifying brand for Derby, against which all DCP partners could market themselves and the city

- the need for a much greater number of businesses and organisations in Derby to get involved in formulating and using the strategy and the brand
 - the need for an organisation to develop these proposals on behalf of DCP
 - this organisation to become sufficiently independent that it does not get identified as a Council activity.
- 3.4 The approach will be to put a Derby Marketing funding package together for the first three years. During this time, the organisation will develop the strategy and the brand, taking the proposed marketing activities to the DCP partners but also to a wider range of users, partners and funders. Derby Marketing will then be the co-ordinator of marketing, advertising and promoting Derby and a “one-stop shop” or initial point of contact for a wide range of enquiries.
- 3.5 The concept of “city marketing” is not new. It has been used successfully in the last 20 years in cities such as Glasgow and Birmingham. It is also an approach currently used in Nottingham and Leicester. It should bring more resources into Derby’s marketing mix and fit with wider structures now being established for sub-regional economic partnerships and tourism destination management partnerships.
- 3.6 The proposed structure is shown in Appendix 2, from which it can be seen that the marketing activities will have line management and professional support from the Council’s Head of City Development and Tourism, and partnership co-ordination and support from City Development and Tourism and the DCP Executive (Helen Osler). The strategic and operational direction will be given by DCP through the DCP Marketing Project Board, which will be a subsidiary of the DCP Board in the same way as the Strategy Co-ordination Group and the External Funding Management Group.
- 3.7 For the first three years of operation, the staffing and revenue costs of Derby Marketing will be met through a combination of existing establishment plus a package of external funding bids. A budget of £672,000 is required for those first three years. To date, budgets of £132,000 have been identified and approved. A further £184,000 is contained in project budgets for which formal confirmation is expected within the next month or so. The remainder is the subject of various external funding bids. The funding is described in Appendix 3.
- 3.8 It is intended that the marketing organisation will become self-financing through external funding, subscriptions and income by the end of its third year of operation. It is also anticipated that the organisation will have made a further move, outside the Council, to become a more independent agency. One of the key elements of the job description and responsibilities of the Marketing Manager will be the achievement of such funding, and ensuring that the organisation does become self-financing in this way.
- 3.9 The Marketing Manager post is the most significant of the proposed new posts. An early appointment is essential for two reasons: the Marketing Manager needs firstly to be involved in recruiting the rest of the team and secondly to make an early start on producing the Strategy. Paragraph 3.7 explains how the funding is available to allow us to start this recruitment process for this post.

OTHER OPTIONS CONSIDERED

- 4.1 The Derby City Partnership Marketing Group considered establishing a full independent organisation, most likely as a company limited by guarantee, to undertake the marketing function on behalf of the whole of DCP. This was dismissed as being too complicated, time consuming in its initial start-up and implementation, and more risky than the recommended option.
- 4.2 The possibility of an independent marketing person, or use of a marketing consultant, were both considered. These would have operated peripatetically across the Derby City Partnership, but was dismissed as it would not be sufficiently integrated with Derby City Partnership or the Council.

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Background papers: On file in Room 223G, Celtic House
List of appendices: Appendix 1 - Implications
Appendix 2 - Proposed Structure

IMPLICATIONS

Financial

- 1.1 There are no direct financial implications on the Council arising from this proposal. Those minor revisions to the staffing and establishment of the City Development and Tourism Team that do have a call on Council resources can all be contained within existing approved budgets.
- 1.2 The additional resources required will be obtained through a combination of external funding bids, contributions from partners, and eventually from income and subscriptions. No appointments will be made until the external funding required has been obtained.

Legal

- 2.1 There are no legal implications arising directly from this proposal.
- 2.2 The further development of this proposal over the first three years will require us to take into account the legislation regarding the activities of the Council in marketing and business support, and particularly in relation to the Council's involvement in companies and other arms-length organisations.

Personnel

- 3.1 The Marketing Manager post will need to be advertised and recruited as quickly as possible. It will be a fixed-term appointment for three years, under standard Council terms and conditions.
- 3.2 There are no other personnel implications arising directly from this report, but the Council will act as the employer of any further new posts established and recruited. Again, our standard recruitment procedures and regulations will be applied.

Equalities Impact

4. There are no equalities implications arising directly from this report. All the posts in the proposed structure will be employed through the Council and using our standard recruitment procedure.

Corporate Objectives and Priorities for Change

- 5.1 This proposal will contribute to the achievement of two corporate objectives:
 - **job opportunities** - through job retention, inward investment and developing underused industrial land in and around the City
 - **integrated, cost effective services** - that respond to customers' and community needs.

- 5.2 The proposal will make a major contribution to the Council's third priority for change; 'promote the City as a major force for industry, commerce, cultural and tourism throughout the country, and as an equal participant within the East Midlands Region'.

DERBY CITY PARTNERSHIP MARKETING STRUCTURE

