

16th September 2014**Agenda Item: 5****REPORT OF THE GROUP MANAGER, CORPORATE STRATEGY****A PLACE MARKETING ORGANISATION FOR NOTTINGHAM AND NOTTINGHAMSHIRE – PROGRESS UPDATE****Purpose of Report**

1. This report updates Committee on progress in establishing a Place Marketing Organisation (PMO) for Nottingham and Nottinghamshire.

Information and Advice

2. As Committee members are aware Nottingham and Nottinghamshire are currently marketed separately as destinations for inward investment and for visitors. They are marketed both to an international and a UK audience and to businesses and individuals. This marketing is currently done in the main by two separate bodies Experience Nottinghamshire (EN) and the Invest in Nottingham (IIN) service run as part of the City Council. If a PMO were established this would undertake the work currently done by both EN and IIN.
3. This Council has maintained a consistent and active role in both inward investment and tourism marketing activity for many years. Both IIN and EN's core funding is primarily provided by the City and County Councils with additional support from other public and private sector organisations.
4. At the Economic Development Committee (EDC) meeting on 1 April 2014 in principle agreement to the establishment of a PMO for Nottingham and Nottinghamshire and approval of a £10,000 contribution towards project management support for the establishment of the PMO were agreed.
5. This report provides an update on progress and specifically on the development of the vision and operating model for the PMO and work in engaging partners.

Progress to Date

6. Consultants were appointed in June to support the PMO work - David Wallace of Wallace Fife Consultancy (Project Manager) and Adam Breeze of Breeze Strategy (good practice and benchmarking).

7. As previously discussed at Committee creating a PMO has particular challenges. There are a range of stakeholders/funders involved in both EN and IIN and their engagement and buy in to the benefits of the creation of a new PMO is sought. In addition several of the District/Borough Councils also fund and deliver tourism and inward investment marketing activities in their areas.
8. The County Council held a meeting in July with District and Borough Councils to seek their views on future approaches to inward investment and visitor economy marketing activity and how to secure the best outcomes for Nottinghamshire through this work. All councils agreed on the importance of this activity and the need to work together on this agenda to secure jobs and growth for Nottinghamshire. The discussion highlighted the need for any future organisational arrangements to have:
 - transparency of operation and enquiry handling
 - better shared intelligence and information
 - improved communication between local authorities particularly the IIN service and district colleagues
 - the need to move to a proactive rather than reactive service in our approach to inward investmentFurther discussions will be held with District and Borough colleagues as this work develops.
9. The PMO Steering Group, which oversees the project and includes public and private sector representatives (including the Chair of this Committee), have considered common success factors in place marketing activity, these include having the right product, the right people and the right processes. Emerging issues for Nottinghamshire to address, which mirrors some of those raised by District and Borough Councils, are that processes are lacking in terms of communication between partners; clear reporting lines; optimum funding arrangements and shared vision and common goals.
10. Some guiding principles for developing the new approach have been agreed by the Steering Group. These include:
 - Adding significant value, primarily measured by more inward investment, more visitor spending and more jobs
 - Putting the needs of customers (businesses and visitors) first, ensuring continuity of service in the transition to the new approach, and recognising that investors and visitors are very different markets with different needs
 - Aiming for excellence in people, product and processes
 - Ensuring that the entire area benefits
11. The Steering Group have also agreed a Vision and Objectives for place marketing for Nottingham and Nottinghamshire and this is attached as an Appendix. Work is also been done developing targets for place marketing.
12. The most appropriate delivery model for place marketing has also been considered in more detail by the consultants with three broad options – no or minimal change; closer working arrangements and a single organisation – proposed to the PMO Steering Group. A single organisation was the favoured option of the Steering Group but benchmarking and good practice from other areas; governance structures; the phasing and implementation of organisational change and future funding arrangements and

opportunities all require further consideration and discussion with partners before a proposal can be finalised.

13. In addition the County Council needs to give further consideration to its future relationship with the PMO. There are a number of options including whether to commission activity to be delivered by the company on the council's behalf or to be a core partner and funder which may include being a member of the single organisation.
14. A further report will therefore be brought to EDC on the establishment of a place marketing organisation once the work outlined in paragraphs 12 and 13 is finalised.
15. Place Marketing will be discussed and new organisational arrangements formally considered at a future meeting of the N2 Economic Prosperity Committee.

Statutory and Policy Implications

16. This report has been compiled after consideration of implications in respect of crime and disorder, finance, human resources, human rights, the NHS Constitution (Public Health only), the public sector equality duty, safeguarding of children and vulnerable adults, service users, sustainability and the environment and ways of working and where such implications are material they are described below. Appropriate consultation has been undertaken and advice sought on these issues as required.

RECOMMENDATIONS

It is recommended that Committee notes the content of this report.

Report of the Group Manager, Corporate Strategy

For any enquiries about this report please contact Celia Morris, ext 72043

Constitutional Comments

This report is for noting only.

Financial Comments

This report is for noting only.

Background Papers

Report to Economic Development Committee 2 April 2014 – A Place Marketing Organisation for Nottingham and Nottinghamshire.

Electoral Division(s) and Member(s) Affected

All