

PROJECT BRIEF

Shrewsbury Narrative & Place Marketing Strategy

May 2020

1. SERVICES REQUIRED

We wish to appoint a consultant team to work with the Big Town Plan Partnership and stakeholders to co-create a compelling Shrewsbury narrative and effective Place marketing strategy.

As well as supporting our immediate recovery from COVID-19, this project will be vital in facilitating longer term transformation - positioning and promoting Shrewsbury as an exceptional place to invest, work, visit, study and live over the next ten years.

The successful agency will be expected to demonstrate a strong emphasis on research, data, trends analysis as well as comprehensive local stakeholder engagement and intelligence. *We envisage that stakeholder engagement may need to take place remotely while movement restrictions remain in place.*

As a minimum we require the appointed consultant team to work collaboratively with the partnership and stakeholders to:

- Determine who is 'Shrewsbury' for, what is 'Shrewsbury' for, why is 'Shrewsbury' different, what is the ambition of 'Shrewsbury' and what is the story of 'Shrewsbury', past present and future?
- Establish the positioning of Shrewsbury in a regional and national context
- Establish a strong and clear economic sense of place for Shrewsbury that highlights key attributes and opportunities by sector
- Identify a compelling suite of strengths, assets and opportunities to showcase the Shrewsbury story regionally and nationally
- Identify the key achievements and messages that best portray the Shrewsbury story – to include new ideas as well as established stories/themes
- Develop a place marketing strategy and action plan identifying current and potential audiences and setting out marketing activities, channels and products for each
- Make recommendations on the best model to deliver the Place Marketing Strategy and Action Plan
- Identify compelling points of difference that enable Shrewsbury to stand out from the competition as an exceptional place to invest, work, visit and live
- Explore our regional relationships, particularly with Birmingham and help articulate our place within the Midlands Engine
- Review the town's current 'Original Shrewsbury' visual identity and brand guidelines

The Shrewsbury narrative and place marketing strategy will be used by the partnership to:

- Stimulate interest, enquiries and secure inward investment
- Raise the profile of strategic investment opportunities
- Guide the promotional and marketing work of the town
- Carry out targeted marketing campaigns for new and existing audiences
- Engage with key local stakeholders, including the private sector, who can become supporters and influencers for Shrewsbury
- Promote and celebrate civic pride amongst existing residents
- Encourage local people to spend more time and money in the town centre
- Promote the town as a place of educational excellence
- Create jobs and opportunities for residents in the town centre
- Showcase development and positive progress of the Big Town Plan
- Support the development and promotion of the visitor and cultural offer
- Support collaboration across Shrewsbury and communicate a clear identity and purpose
- Promote a shared sense of ambition and purpose and help to create an environment where things happen
- Articulate and guide future place-making initiatives, projects and programmes

We would welcome your views as to any other specific pieces of work which may not have been considered within this project brief but would be beneficial for inclusion and could be accommodated within the project budget.

2. OUTPUTS

1. COVID-19: Interim Action Plan (1 month after appointment)

An interim Marketing Action Plan which identifies key marketing activities, messages, audiences and opportunities to help guide and accelerate the town's immediate recovery.

2. Shrewsbury Narrative

- a. Presentation of the Shrewsbury Story – thematic dialogue with images and written explanations of the story and the key messages, words and ideas that can be applied in a variety of ways to suit different audiences whilst remaining cohesive.
- b. Photography / imagery of the district that illustrates and truly reflects the agreed place narrative and offers impactful ways to highlight the assets; illustrate the key themes identified and effectively represents the aspirations and ambitions for Shrewsbury. This should be presented as a print document and interactive online resource.

3. Place Marketing Strategy

Action focused place marketing strategy which should include the following elements:

- a. Market Research and Audience Development Plan
- b. Local and regional context, fit and competition
- c. Market value, cultural/heritage/tourism links and economic benefit
- d. Key messages and content
- e. Delivery strategy, media plan and channels
- f. Content, marketing materials and social media plan
- g. Implementation and resources/structure required

3. EVALUATION

It is essential that we are able to evaluate the success of this project and strategy over the short, medium and long term. The successful consultant should develop and document a baseline position before identifying clear targets which can be measured on a regular basis. There are a number of evaluation criteria that we think could be used:

- New businesses attracted to Shrewsbury and GVA
- Footfall and student numbers
- Visitor numbers to attractions and hotels - new and repeat visitors to be quantified
- Increased media profile – media coverage geographically as well as quantum
- Tracking stakeholder views including business satisfaction etc.
- Awareness of key activities/initiatives in the town including the Shrewsbury Big Town Plan objectives, emerging priorities and actions necessary to inform its future delivery
- Improved image/perception surveys
- Local and community pride including capturing individual stories and case studies

4. ABOUT THE BIG TOWN PLAN

The Shrewsbury Big Town Plan is the outcome of a collaborative process that has successfully brought together individuals, organisations, decision-makers, business leaders, councillors and Council officers, educational establishments and local experts to create a collective vision and strategy, to help guide Shrewsbury's future.

It sets the aims, aspirations and vision for Shrewsbury now and for the future. It also provides a strong statement for residents, employers and visitors to Shrewsbury of how they can expect their town to develop over time, and how that growth and change is being planned, coordinated and communicated.

The Big Town Plan is a new way of working for the town of Shrewsbury - diverse

stakeholders from across the public and private sector continue to come together - and in doing so put the needs of people at the heart of our plan-making and placeshaping to create a 'whole place' approach.

The Big Town Plan has identified the goals and priorities of the town, ensuring that we are creating and making the most of opportunities, and are well positioned to manage current and future challenges. The framework plans ensure that we recognise the key themes that run through the Plan and how they interweave.

Further information on the big town plan and related principles can be found at shrewsburybigtownplan.org

6. SHREWSBURY BIG TOWN PLAN TEAM

The client team for this project includes

Helen Ball	Town Clerk, Shrewsbury Town Council
Gemma Davies	Assistant Director Economic Growth, Shropshire Council
Paul Kirkbright	Deputy Provost, University Centre Shrewsbury
Hayley Owen	Growth Programme and Strategy Manager, Shropshire Council
Tim Pritchard	Shrewsbury Programme Manager, Shropshire Council
Seb Slater	Executive Director, Shrewsbury BID

The board consists of

Cllr Peter Nutting	Leader of Shropshire Council
Cllr Alan Mosley	Leader of Shrewsbury Town Council
James Handley	Shrewsbury BID, Big Town Plan Board Member
Gemma Davies	Assistant Director Economic Growth, Shropshire Council
Helen Ball	Town Clerk, Shrewsbury Town Council
Seb Slater	Executive Director, Shrewsbury BID

7. TIMESCALES

Responses to the brief	by 22 nd May
Shortlisting, interviews and selection	w/c 25 th May
Appointment and project start	1 st June
Interim COVID Marketing Action Plan	1 st July
Project completion	1 st September

8. SUBMISSION REQUIREMENTS AND EVALUATION METHODOLOGY

The evaluation will be undertaken according to the following breakdown.

Experience	30%
Response to the Brief	50%
Team Capabilities	20%

Responses should include, as a minimum, the following:

- Work programme
- Identified tasks and stages for delivery
- Key personnel involved and fees against each element of the work
- Identification of lead person for each stage of the commission along with overall strategic lead for the project

The Big Town Plan Partnership would expect to see the following areas of expertise as part of the project team:

- Place marketing
- Photography and design

Please also provide the names of three recent referees we can contact for references. Where possible, at least one should be a Partnership arrangement of private / public sector organisations. Please be aware you will not be scored on this section but the award is subject to references.

9. CONTACT FOR THE SUBMISSION

Contact with the Big Town Plan Team will be through Seb Slater, Executive Director of Shrewsbury BID

seb@shrewsburybid.co.uk
07763 737413

All submissions are to be made by email by 5pm ~~Friday 22nd May 2020~~ DEADLINE EXTENDED UNTIL 5pm WEDNESDAY 3rd JUNE.

10. BUDGET AND PAYMENT TERMS

The budget for this commission is within the range of £25,000 to £30,000 exc VAT.

Payment will be made within 30 days on receipt of invoice, with the following breakdown:

1 st July	25%
1 st August	25%
Completion	50%