

HALF YEAR PERFORMANCE MANAGEMENT REPORT

Reporting Period April to September 30th 2017
Report Author Marketing Gloucester

Activity relating to MGL objects						
Promotional Activity – PLEASE SEE marketing						
Activity	Audience	Purpose	Result	Resource	Impact	One off/ongoing
Influencing Policy						
Activity	Audience	Purpose	Result	Resource	Impact	One off/ongoing
Supporting a PSPO	City Councillors/officers. Trade bodies in the city/VCS	To create a safer city through awareness of a PSPO with regulations directly related to needs of the city To raise awareness with BID to ensure that City Protection Officers (CPOs) could have powers to enforce PSPO	PSPO is now on the agenda for City Council and supported by Trade Bodies/BID	CEO and Staff time and costs associated with travelling to other areas with PSPO (Oxford)	PSPO when introduced will give CPO's powers to create a safer and cleaner city	ongoing
Developing and promoting Digital strategy for the city to become a pathfinder and test bed for UK in development of future city and digital high street solutions	GFirst LEP, City Council, Business Community, ATCM, Central Government	To generate inward investment by focussing city strategy on being a digital leader	Marketing Gloucester CEO sits on advisory board for ATCM (Association of Town and City Management) and APPG (All Party Parliamentary Group) for city centres and retail. £135,000 funding from Great Places scheme for destination marketing is focussed on digital	£9,600 cash plus staff time estimated at £20,000	Further funding of £400,000 is currently being applied for to support digital strategy/retail lab see "Income" field below	ongoing

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			Over £300,000 of external funding from Innovate UK invested in Gloucester being the first city in UK with new digital solutions for retail			
High Street	GFirst LEP, City Council, Business Community	To create a thriving high street and attract and support new retailers	Invited to apply for £400,000 High Street Lab to be a pathfinder for UK	CEO and one member of staff time approximately 60 days	To be measured – scheduled to start April 2018	ongoing
Wardens/enforcement	Gloucester BID, City Council, City Safe Police and PCCO	To create and maintain for five years a force of four full time equivalent City Protection Officers	Funding now in place of £700,000 from BID, Police and Gloucester City Council to fund CPOs	CEO and one member of staff time approximately 30 days	To be measured – scheduled to start September 2017	ongoing
Regeneration/ Inward investment	City Council, Investors, Developers Government GFirst LEP	To bring in investors and influence regeneration policy to align with Place strategy that is also attractive to investors	Multiuse venue is now in all three of city council strategies. Research and growth has led to Hotel groups and other investors now perceiving Gloucester as positive place to invest	MGL CEO advocacy + independent research £3,000 per annum + travel and expenses		ongoing
Cultural Strategy	Communities of Gloucester, Councillors and Culture Board	To develop Gloucester as a place where culture thrives and benefits the whole city economically and socially. Support cabinet member for culture and leisure	Development of cultural strategy participated in by Marketing Gloucester now being supported by Gloucester Cultural Trust £1.49 million raised through Great places scheme	Office space made available to GUST, Theatre Gloucestershire, Strike a light, Create Gloucestershire, significant staff time/cash/in kind support estimated at £40,000	Cultural trust founded and £1.49 million initial funding sourced	ongoing
Digital Strategy	LA, Businesses,	To set out aspiration for city	Draft Strategy now	£4,850 staff time	Draft Strategy assisted	ongoing

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	Gov, LEP, DCMS	of 2050 by 2025, maximising investment, skills and growth opportunities through development of a digital strategy to give Gloucester competitive advantages	produced and utilised for Future Fibre Network Expression of Interest		in BID for £400k funding and to be used in application for £14 million FFN Challenge funding	
Business Support						
Activity	Audience	Purpose	Result	Resource	Impact	One off/ongoing
Residents Weekend	Businesses and public (Residents and Visitors)	Promoting local businesses and attractions when footfall is low	Footfall increased by 20%	£3,000 plus discounts from retailers amounting to £50,000 and 30 staff days	20% footfall increase if accompanied by increased spend estimated would impact locally by £200,000 extra spend in Gloucester over residents weekend based on typical basket size of £26	Happens every year
Launch of GL Card	Businesses and public (Residents and Visitors)	Promoting Gloucester as a place with added value for shoppers and visitors	Over 3,250 physical cardholders registered, 7000 total cards issued	£9,600 cost and staff time approx. 30 days	Over 3,000 activated cards with more in circulation. Continuous flow of new businesses wanting to provide offers	Ongoing
GL Mobile App/website/touchpoints	Businesses and public (Residents and Visitors)	Mobile version of GL card	In July 378 unique users of APP, 5088 unique users of website version of app and 523 visitors to touchpoints with 69% printing vouchers	Cost included above total leveraged from Innovate UK £373,000	352 apps downloaded	ongoing
Licenced Victuallers Association (LVA)	LVA members and evening/night time economy	To aid communication and support to the LVA members	Supported LVA to promote Gloucester BID and in calls for PSPO and to stop a late night Levy being introduced	Staff time of one day per month	Late Night Levy not being brought in. PSPO under consideration. Funding committed of £5k to contribute to taxi	ongoing

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			and support for taxi marshals		marshals	
Gloucester BID	Businesses – engagement with 588 businesses three times	To lead on Gloucester BID. Develop business plan, liaise with council and BID. Marketing Gloucester now appointed to manage Gloucester BID	30 th June 2017, Gloucester BID won ballot with nearly 86% majority	£30,000 of staff time. Newsletters, Business Plan and Voting slips Also face-to-face and phone calls.	£2.5 million over 5 years to be put into local economy by the BID	Business Plan Will be ongoing
Marketing						
Activity	Audience	Purpose	Result	Resource	Impact	One off/ ongoing
Markets Marketing Campaign	Public and potential traders	Increase awareness and footfall	10 videos produced and social media accounts established	£4850	TBC	
Record Number of Tall Ships FB post	West Midlands & Wiltshire	Increase pre-sales	206.3k reach inc 1.7k shares	£200	123 sales in Swindon 140 sales in West Midlands	
Citizen Competition FB Post	Global	Like and Share	114k reach	£0	4.7k likes 2.6k shares	
Cineworld Competition FB Post	County	Like and share	38.5k reach	£50	1k likes 1.4k shares	
Tall Ships Day 1 Post	County	Spur on the day 1 sales	14k reach	£50	573 like 441 shares	
Day 1 review	Global	Spur day 2 sales	18.4k reach	£0	1.7k likes 476 shares	
Flux Media Footage	Global	Spur day 2 sales	49.5k reach	£50	9.1k likes 987 shares	
Day 2 Review	Global	Spur day 3 sales	11.1k	£0	1.2k likes 257 shares	
Total FB Post impressions					800,016	
Berrows wrap		Promote to Worcestershire area	40,000 circulation	Contra deal with Three Counties Show		
Ross Advertiser		Promote to Ross Area	15,000 circulation	£200		
GWR Escape magazine		Promote along London Paddington to the West	75,000 circulation	£425		

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		trainline				
Heart Radio		Promote to Gloucestershire and Wiltshire listeners	123,000 reach	£4,300		
SoMAC Brochure	800,000	Promoting SoMAC	30,000 brochures printed			
Press releases			1,612 communications with press during period			
GLcard FB	Businesses, residents and visitors	Promotion of Gloucester Businesses, Attractions and Events			16.14k Impressions Growth of 20.3% in Followers	ongoing
GLcard Twitter	Businesses, residents and visitors	Promotion of Gloucester Businesses, Attractions and Events	88.8k Reach		162.9k Impressions 1033 New Followers	Ongoing
GL card Website	Businesses, residents and visitors	Promotion of Gloucester Businesses, Attractions and Events	8,963 Sessions 4,660 Users 21,748 Page Views 2.5 Mins Average Duration		8,963 Sessions 4,660 Users 21,748 Page Views 2.5 Mins Average Duration	ongoing
Income Generation						
Activity	Audience	Purpose	Result	Resource	Impact	One off/ ongoing
Lampost banners	Visitors and Residents to Gloucester, resource for events organisers	Promoting city events and providing sponsorship opportunities	Awaiting planning response (over eighteen months)	£3,500 to be spent on planning applications potential income £50 per banner with 100 initially applied for	Will generate income and provide savings in promoting city events and wider promotion	ongoing
Digital Signage/Way finding	Visitors and Residents to Gloucester, resource for events organisers	Promoting city events and providing sponsorship opportunities	Awaiting Great places match funding	£105,000 £80,000 private sector investment, £30,000 Great Places	Will generate income and provide savings in promoting city events and wider promotion. Also improve perceived linkages between Docks, historic city centre and cathedral	ongoing

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Touchpoints advertising	Visitors and Residents to Gloucester	Promotion of Gloucester Businesses, Attractions and Events	Sample ads promoting Gloucester Events, finalising commercial agreement	ongoing		ongoing
Sponsorship Henson	Visitors and Residents to Gloucester	Promotion of Gloucester and sponsors brands and connecting with county	£70,000 income all from private sector investment 50 artists commissioned, 21 schools and community groups involved	£70,000 of staff time, materials and other costs	50 artists commissioned, 21 schools and community groups involved	ongoing
Other Sponsorship	businesses	To raise funds to cover Marketing Gloucester Costs		£21,000		
Tall Ships Income (sales/Sponsorship /commercial		To raise funds to cover Marketing Gloucester Costs associated with Tall Ships	£154,000 tbc from commercial income	£154,000 tbc from commercial income, sponsorship and sales + £12,500 from events budget. Income would have been higher but top level of terrorism alert throughout UK affected visitor numbers. Staff time equates to £40,000	For second time, event has not been reliant on large amounts of city council funding	ongoing
Retail/Digital Lab	Retailers in Gloucester/ GFirst LEP/Growth	To develop a retail incubator in Gloucester with a strong focus on digital high street/future	If successful 15 start-up businesses in Gloucester per annum for 3 to 5 years	£400,000 grant income applied for	Potentially a healthier high street and new businesses and Gloucester being	ongoing

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	fund	city technologies	Leveraging additional future funding for fibre to building and 5G		perceived as a key place to invest moneys in developing future high street initiatives bringing in extra 200 jobs by year 3	
Visit England destination development for USA visitors	Tourists from USA	To develop and promote tourism products aimed at attracting visitors from USA	Now Successful, Marketing Gloucester, with 4 partner cities' DMO's will receive share of £500,000 fund (reduced from initial £700,000) to develop products and marketing	CEO time £3000 likely income c. £100,000. Cash match funding required £20,000	If successful, increasing numbers of US visitors and a higher profile for Gloucester	ongoing
Activity relating to the City Events Programme						
Event	Audience	Purpose	Result	Resource GCC Grant (Other Funds)	Impact	One off/ ongoing
Carnival (preparation) Carnival Arts Partnership planning and preparation	15,000	Community cohesion Putting Gloucester on the map. Celebration of Gloucester and its communities. Civic Pride	34 groups took part which was highest to date	£20,000 In kind sponsorship from Keyway £10,000 (GP) seed funding	Inclusion of 200 children from across diverse communities. Many of which face challenges to inclusion.	Ongoing (81 years)
Art in the City	50,000	Provided quality visual spectacle in the City and opportunities for participation. Support creative economy. Drive footfall	Vibrant arts scene supported by commerce. Gloucester on the map for visual arts.	£23,500 £3,500 sponsorship	Increased trading in the City. Creative economy supported. Council venues supported.	ongoing
Fireworks in the park	12-14,000	Provided opportunities for local performers to showcase the work. Give diverse programme of entertainment.	Biggest audience in recent history universally praised	£21,0000	The most diverse audience building civic pride and giving local performers an opportunity	

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SoMAC stage (Urban Weekender) Local and National music showcase. Theatre day	15,000	Provided 14 days of opportunities for local artists to showcase the work. Give high quality diverse programme of entertainment. Drive footfall	Give Gloucester its Mojo. Attract people into the City Centre during school holidays. Support creative economy.	£27,000 £3000 sponsorship	Quality entertainment in the City Centre. Partnership working with creative professionals and local venues. Greatly improved Kings Square	ongoing
Retro Festival	50,000	A great spectacle and a City Centre buzzing with people on a traditionally quiet trading day. Drive footfall	Fabulous day out. Bring lots of non-local people into the City	£3500 £3500 sponsorship	Improved trading for City Centre businesses. Quality entertainment and a great buzz	ongoing
Lantern Procession planning	10,000	To celebrate the festive season and bring life into the City Centre, bring together communities. Drive footfall	Local schools get to participate. Local artists are given employment.	£12000	Support creative economy and local schools, City Centre and Cathedral.	ongoing
Supporting event organisers to plan events in the City	unknown	To support event organisers to bring plans to fruition	A more diverse range of events	Unknown	unknown	ongoing
Tall Ships Festival/Sea Shanty Festival	120,000	To raise profile of city and drive footfall, improve destination tourism	Widespread TV and Press coverage including BBC Points West, Midland Today and Sunday politics, large number of attendees from all over UK from around the UK	See above	10 times more coach sales than in 2015 £30,000 of online presales, total presales exceeding £43,000 Approx. GVA £9 million	
Activity relating to the Civic Events Programme						
Event	Participants	Purpose	Result	Resource GCC Grant (Other Funds)	Impact	One off/ ongoing
Flag Raising (AFD)	Dame Janet	Annual act of	Successful event	£1,000 of staff time	Honouring heritage	Yearly

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	Trotter, Richard Graham MP, Lt Gen. Tim Radford, Mayor, Sheriff, RBL, MD and CS of Gloucester City Council, City Marshal, Sword Bearer and Custodian	remembrance to celebrate Armed Forced Week				
Activity relating to the delivery of City Council Strategies, Plans and Policies						
Activity	Audience	Purpose	Result	Resource	Impact	One off/ ongoing
Meetings with developers and investors, assistance in drawing up business plans		Delivery of New Venue Investigate opportunities with commercial partners, LA and Arts Council for funding to create the much-needed multiuse space in the city	Examining new venue is now a priority for Great Places fund with £154,000 external funding won to deliver feasibility study and partnership	Initially staff Time to produce strategy and update research including fact finding visits to multiple venues across UK	New Venue with 1,300 seats would bring between 180,000 and 360,000 visitors per annum with a direct economic impact of between £9 million to £18 million (£54 GVA per visitor) Venue would also act as catalyst for local creative sector	ongoing
Publicise current research to investors and hotel owners and actively pursue potential investors in new hotels. Work with City	Investors Hotel Brands City/County Council officers and Councillors	Encourage more 4* Hotels in Gloucester, creating jobs and changing perception of the city	One hotel at draft heads of terms for Indigo brand (120 rooms) with another two sites being identified by investors and IHG as ideal for development of 4* hotels including one of	Independent research on tourism £3000 per annum plus staff time supporting Hotel Groups and Investors approx. £13,000 staff time	Indigo potentially bringing in up to £3m revenue to Gloucester City Council. Economic impact of £26 million GVA based on 500 additional hotel rooms	Ongoing, contracts for Indigo to be complete d. Support still being given to

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Council to identify key sites for Hotel development			176 rooms Easy Hotel interested in Gloucester location		at 80% occupancy 1.5 people per room estimating £120 GVA. 486 FTE Jobs created based on GVA £54,000 creating 1 FTE Job (FTE=Full time equivalent)	investors and city council
Launch Visitors card/City Pass similar to Big Residents' card examine York's model and see how it could apply to Gloucester, TIC to investigate Marketing Gloucester to implement	Tourists and residents	To be able to market to the "audience of one" and develop coordinated marketing across the county. Produce an improved offer for visitors and residents	Launch of GL card and booths, software ecosystem research into expansion	Match Funding from Innovate UK of £333 k Additional £40k match secured in June £3k Events Budget £80 k Great Places	Launch has already attracted another £40k Innovate UK to expand trial of SMS module	ongoing
Using Apps, city dressing, traditional and new electronic signage, funded by sponsorship aim to close the gap between the "two city centres" and unify into one experience. One board centrally placed near the Quays may also be valuable to	Tourists and residents	Using Apps, city dressing, traditional and new electronic signage, funded by sponsorship aim to close the gap between the "two city centres" and unify into one experience and provide tourist information and information on events. One board centrally placed near the Quays may also be valuable to driving visitors from Quays into the Historic	Planning permission now achieved for eight units	See above for apps which are funded and delivered by this programme. Electronic Signage funded £30k Great Places £100k Private sector	To be confirmed when installed.	ongoing

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driving visitors from Quays into the Historic City Centre.		City Centre.				
Improve Perceptions of Safety in the Evening Economy	Students, Licensed premises, general public, investors	promote a safe and vibrant evening economy	Purple Flag Scheme -	Jason Smith sits on Advisory Board for ATCM and has met with GCC staff and put them in contact with delivery people	Ongoing to be assessed	ongoing
Form a voluntary creative hub, utilising the best of local and national talent with experience of raising funding from the Arts Council and elsewhere	Local creative community	act as catalyst and drivers for growth in this sector in Gloucester	Building now established, awaiting contracts to allow artists to take residency	£13,500 of marketing Gloucester budget to refit building, plus staff time and management ½ day per week	To be assessed	ongoing
Improve delivery & promotion of events. Ensure event organisers are utilising the coordinated calendar of events	Public and events organisers	To ensure that events are coordinated throughout the city and well publicised	a full and diverse programme that drives footfall and encourages civic pride and attracts good audiences	Websites/Social media accounts/ Coordinated calendar of events. cost including websites and staff to maintain and upload content is approx.£70,000 per annum	Large increases in visitor numbers	ongoing
Work to develop “Fringe” festivals for “Three Choirs” and “Crucible” and “Tall Ships”	Public and events organisers	Expansion of independent festivals.	Sea Shanty Festival is now established 3 years Free Classical Music for All festival now in 2nd year Art in The City now in second year and suitable to fit with	£40,000 cash and staff time	New festivals now established and entering the calendar	ongoing

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			Crucible when repeated			
Look for additional self-funding large popular events to fill "dead" years	Public, businesses and events organisers	Increase footfall driving signature events	Advanced stages of feasibility for Life leisure and Adventure Show	Approx. 1/2 day per week of staff time at present	Proposals for 2020 being put together	ongoing
Find commercial funding for digital information boards	Visitors and residents	Provide wayfinding and visitor information digitally	Done, ready to be installed, more to be applied for	£30,000 plus match funding £100,000	To be assessed	ongoing
Explore options and implement a series of city dressing initiatives including, hanging baskets, flags, banners	Visitors and residents	Improve city environment	Done, ready to be installed, more to be applied for, Gloucester BID agreed additional funding	£42,000	A brighter more attractive city	ongoing
Use Believe in Gloucester Campaign through initiatives such as BiG awards, BiG Residents' Card	Residents and local businesses, community groups etc.	To raise civic pride	Awards ceremonies and positive news stories are changing perceptions and the city is now being viewed as a place that is going somewhere	Assigned £1500 budget to Battle of the bands Assigned £2,500 budget to believe in Gloucester Awards	A recent Cotswold life editorial summed it up by saying that "the sands are shifting Gloucester is resurgent"	ongoing
Markets Commercial review	GCC/traders	Options exercise for Gloucester Markets and especially Eastgate market	Arrive at options for Eastgate market and possible procurement process	CEO/Staff time/Travel £20,000	Thriving Markets with possible uplift in income of £350,000 over 5 years	To Xmas 2017
Activity relating to the achievement of City Council objectives, targets and priorities1						
Activity	Audience	Purpose	Result	Resource	Impact	One off/ongoing
Applying for funding for a new digital high street hub	GFirst LEP/Retailers	Attracting Investment/Nurturing Enterprise	Through first two rounds, due diligence now ongoing	CEO time approx. 20 days to completion	£400,000 initially Potential >100 jobs	3-5 years
Bringing in and	Investors city	Encouraging Inward	Brought in NQ2 and	CEO/head of	Potential investment	ongoing

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guiding investors on multiple projects	council	Investment	helped GPS with proposals for 4* hotel and other investments. Liaising with Rokeby	Commercial time	to the city of £20 million	
Working on supporting changes to management of Eastgate market	Market traders/public	A thriving centre and regeneration of the City	Initiated developing feasibility study of self-management by tenants of Gloucester Market/ external management	CEO/head of Commercial time	One potential operator interested	ongoing
Applying for 14 million FFN	Businesses and residents	Make Gloucester testbed for future digital technologies	EOI successful. Full bid now needs to be put in	£4850 + staff time	£14 million	Ongoing 3 years
Supported new BID to introduce City Protection Officers	Gloucester business community/residents and visitors	Creating a greener, cleaner city/Safer City	c. 200 hours of enforcement provided per week by BID enforcement officers	CEO time	£140,000 per annum into this service	Start October 2017
Mentoring and supporting community builders and ABCD	Gloucester community residents and visitors	A city for everyone	<p>New Cultural Hub/Incubator now formed in Kings House for Gloucester creatives</p> <p>Ongoing leadership to carnival arts partnership (CAP)</p> <p>Support to Civic Trust</p> <p>MGL staff member now sitting on national Heritage Open Days board</p>	Staff time and micro funding £9500 funding to CAP	<p>Over 300 individuals and groups supported by Marketing Gloucester with advice, support or funding</p> <p>Additional groups involved in Carnival</p>	ongoing
Utilising powerful social media to poll opinion of residents	Residents and stakeholders	Listening to our residents	2017 Sculpture trail launched in June was direct response to	Staff time and funding for promoted posts	Engaged and empowered communities with	ongoing

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on activities delivered by Marketing Gloucester			requests from residents to repeat 2015 trail, and Old Spot Pig was chosen from online poll. 9000 votes from residents for schools pig		perceived ownership of city wide activities, building sense of place and civic pride	
Annual Events programme		To create distinctive cultural offer for the city	Series of new and expanded festivals including Sea Shanty and Tall Ships, Pirate walk Residents' Weekend which increases footfall and sales and gives residents a chance to explore their own city	£150,000 events budget, supported by overhead costs of £120,000. Total costs of events £400,000 (excluding overhead) supported by external funding raised by Marketing Gloucester of £300,000	Increased footfall and satisfaction levels and improved perception of Gloucester. Creation of wealth in the city. Over £200 million spend by visitors to city supporting 4000 jobs	ongoing
Increasing amount of income from external sources		To lessen reliance on public funding to deliver council services	2016 marked the highest amount of external funding brought in by Marketing Gloucester. During this quarter confirmation received of Great place funding for Digital High street	external funding raised by Marketing Gloucester of £300,000	Increased investment in city leveraging the £145,000 city events budget for events and marketing and strategic role	ongoing
Other activities						
Activity	Audience	Purpose	Result	Resource	Impact	One off/ ongoing
Support of Gloucester Business Improvement District	Gloucester Business Community	To facilitate the production of a Gloucester BID	A nearly 86% majority in favour	Staff Time JS/EK	Input into improvements of the city £2.5 million over 5 years	5 year
Digital high Street projects	Gloucester and national	To position Gloucester as test-bed and pathfinder for	Formation of new retail lab in Gloucester	Staff Time	Initial investment of £400,000 which could	3 -5 year project

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	retailers and technology providers	national digital high street and future city investment			lead to a £5-10 million investment in digital infrastructure	
Footfall Project	Retailers, investors and planners		Providing accurate data and positioning Gloucester as leader in digital high street	Staff Time JS/EK	Providing accurate data helping planning and investment decisions	