

Appendix 4: Gloucester Marketing Steering Board

Aim

The Board is established to provide a strategic overview of the combined Marketing activity taking place in the city to promote Gloucester to a variety of audiences.

Objectives

The Board will;

- provide a leadership role in encouraging marketing collaboration across the city
- provide guidance to the City Marketing Group (CMG) to ensure that the recommendations of the Future Marketing of Gloucester report of March 2020 are delivered
- provide a sounding board and sense-checking group for the activity of the CMG
- will comment and respond to the plans of the CMG as required
- endorse the marketing messaging and activity being developed by the CMG
- will advocate for Gloucester within the city, the region and beyond
- 'Sign off' on the final proposals that come from the City branding/narrative work
- Assess the progress and performance of the place marketing team based on clear KPIs
- Provide a rapid response mechanism for collaborative funding bids
- Provide ongoing advice, support and ideas for the place marketing team based on evidence and best practice

Constitution

1. The Board is established as an informal stakeholder body, in support of the wider city's organisations
2. Board meetings will be conducted quarterly and set in advance for the next 12 months.
3. Board meetings will be conducted via virtual meeting tools (eg. Teams, Skype, Zoom) to keep cost and time effective.
4. All board members are there as volunteers. There are not expected to be expenses incurred by board members as the Board will have no operational budget.
5. The Board holds no direct management accountabilities over the partners, nor is it expected to deliver marketing activity on behalf of the city.
6. Some basic secretarial support will be provided by Gloucester City Council.

Membership

The membership of the group will be no more than 10 people – including a chair. The team would ideally comprise of the most senior person with Marketing expertise and decision-making powers from the following business categories. Businesses must be located in the City of Gloucester:

- Tours and Experiences – this could be walking tours, or a tour operator or an experience provider
- Accommodation – hoteliers, hotel sales managers, Guesthouse owners, or serviced apartments
- Attractions – museums, art galleries, music venues, visitor centres
- Cultural organisations – arts organisations, cultural development organisations

- Community development organisations – we are especially keen to recruit someone from a community organisation that represents Gloucester’s diverse community to ensure that our function helps to serve the residents of Gloucester and not just visitors to the City
- Sport and Leisure, Football Clubs, Rugby Clubs, ski slopes, sports and leisure facilities
- Retail – city centre shops, shopping centres and retail outlets
- Food and Drink – restaurants, bars, cafes and pubs

Independent chair: to be appointed from one of the representative organisations

10 members (1 of which to represent Gloucester City Council: Cabinet member for Culture and Leisure).

In addition to the members, officers from Gloucester City Council will attend the meetings to provide information on the marketing activity for the city.

Board members

Steering Board members are expected to have a strong understanding of current marketing trends and be able to provide pertinent relevant impartial advice. Where members of the Board are responsible for Gloucester businesses they are expected to represent the wider needs of the sector rather than their own business-specific needs.

Board members are not to use their position to lobby other members of the board nor use any information they are party to, for their own or others’ commercial advantage.

Board members will be appointed to this non-executive voluntary position, by submitting an expression of interest to the Tourism and Destination Marketing Manager rebecca.clay@gloucester.gov.uk – outlining their reasons for wishing to be a representative of the board.

Relationship to other groups/stakeholders

Gloucester City Marketing Group (CMG)

Consists of the operational partners who deliver the city’s marketing messaging across several channels and through a variety of organisations.

The CMG aims to;

Ensure consistent and joined-up marketing activity in Gloucester is co-ordinated in order to promote the city coherently to residents, businesses, partners and visitors.

Objectives of the CMG will be to;

1. Share forward marketing plans and programmes of activity for the coming 3 – 12 months.
2. Identify strategic city-wide campaigns and join forces to maximise the impact
3. Identify combined resources where necessary
4. Inform others of other known activity that might impact on Gloucester

The group meets monthly and comprises the operational marketing lead officers of – Gloucester City Council, Gloucester County Council, Reef PLC, chaired by Gloucestershire County Council Assistant Head of Communications.