

*Specification for the delivery of an Inward  
Investment & Trade Strategy, Marketing, and  
Event Management Services for West London*

**MARCH 2017**

## **1 Introduction**

- 1.1 The boroughs of the West London Alliance have a commitment to working together to embed the conditions for long-term economic growth across the sub-region. This includes attracting of global employers who want to establish themselves in or grow in London, and supporting businesses in West London who want to trade internationally.
- 1.2 We are looking to procure a provider of inward investment services with a proven record successfully promoting local areas as supporting trade and international relocation opportunities, and raising private sponsorship resulting in a financially sustainable service that delivers a defined set out outputs.
- 1.3 We are seeking to deliver the following outputs:
  - An inward investment strategy based on evidence and an associated delivery plan for West London that provides a “shop window” to the offers of individual boroughs
  - The creation of a website and accompanying printed “prospectus” that can be used on trade missions and to market West London boroughs
  - The provision of a major annual “Trade West London” event that allows investors to understand the major opportunities across the entire sub-region
  - A list of key sector-specific events that the WLA should attend and or exhibit at along with a detailed budget for each prior to approval
  - Delivered either predominantly or entirely via sponsorship
- 1.4 This contract will be for a period of three years with a break point at the end of each year. The decision to renew the contract each year will be made by the West London Growth Directors Board and will be based upon the performance of the contract, which will be measured using the key performance indicators below. Further information about these outputs and the Council’s requirements are also included below.

## **2. Background**

- 2.1 West London is a large and relatively affluent place with a growing population of over two million people and the second largest economy in the country. GVA per worker is the highest in London. There are however a number of potential constraints to economic growth – such as increasingly unaffordable housing, growing congestion, stubbornly high levels of economic inactivity, a wide variation of economic outcomes between different groups and, in line with much of the rest of the UK, weak productivity growth.
- 2.2 The sub-region makes a number of unique and significant contributions to the London and wider UK economies through its assets such as Heathrow Airport and Park Royal, major growth opportunities such as the Golden Mile, Wembley and Brent Cross, and a number of high-performing economic sectors. Both Crossrail and HS2 will run through the sub-region.
- 2.3 West London has excellent transport infrastructure in and out of the City, and also out to the wider country. Its growing population is well-educated, enterprising, and flexible

thanks to a high quality education and training system that is focused on the needs of employers.

### **3. The West London Vision for Growth**

- 3.1 The boroughs that make up the West London Alliance have embraced a new approach to economic growth, known as the West London Vision for Growth. The Vision focuses on developing strong fundamentals for growth including developing a skilled and entrepreneurial workforce, excellent physical and digital infrastructure, excellent housing, and a highly supportive environment for businesses, developers and investors. The Vision is the driving force behind the sub-region's ambition to develop its position as a thriving and prosperous part of a premier world city.
- 3.2 The Vision for Growth is led by the West London Economic Prosperity Board (WLEPB) a joint committee consisting of the political leaders of the member boroughs of the WLA. The Board provides direction to the West London Growth Directors Group who have responsibility for delivering the Vision for Growth at both a strategic and an operational level in partnership with the business community investors, London and national government.
- 3.3 The Vision for Growth has an accompanying Action Plan which was produced by the WLA member boroughs and their strategic partners in early 2016. It sets out a clear plan for the local economy in the years, and includes a focus on inward investment and business growth.

<http://westlondonalliance.org/wla/wlanew2.nsf/pages/wla-267>



### **4. OUR APPROACH TO INWARD INVESTMENT**

- 4.1 The FDI Work stream of the Vision for Growth is focused on attracting a range of investors and international/multi-national businesses to the sub-region so that they are

able to easily access the sorts of opportunities and information they are seeking, and so they can easily engage with the most appropriate person or service in each WLA member borough e.g. in relation to relocating their HQ, identifying the best locations, or growing their business.

4.2 The inward investment element of the Vision for Growth has been designed to respond to the opportunities and challenges associated with uncertain global economic circumstances, the new UK Industrial Strategy, and the need to generate jobs and economic activity at the borough level in order to reduce demand for public services, improve the health & wellbeing of residents, and to generate income for councils in the form of a broader and deeper tax-base.

**4.3 The service to be procured will provide a single shop-window for inward investment in West London, using the larger economy and brand recognition of West London to attract potential investors who can then be funnelled to the individual borough with the offer that most closely matches the needs of that particular investor.** This will have the effect of both increasing the volume of enquiries to West London boroughs, and also improve improve the likelihood that enquiries and expressions of interest are converted into actual investments.

4.4 We are commissioning a number of specific strands:

- Delivery of a **range of inward investment activity** for West London that provides a “shop window” to the offers of individual boroughs who prospective investors can then be funnelled to.
- The creation of a new **website** and accompanying **printed “prospectus”** that has its own identity and which also allows the space for the branding of individual WLA boroughs.
- The provision of a **major annual “Invest West London” event** that allows investors to understand the major opportunities across the entire sub-region
- A list of key **sector-specific events** that the WLA should attend and or exhibit at along with a detailed budget for each prior to approval by Growth Directors Board
- The ability to act as a **first point of contact for enquiries** from investors as they arrive, and **refer** them to the most relevant council.
- Delivered predominantly or entirely via **sponsorship and events income (options will be sought through the tender process)**

4.5 The above points should be brought together by the provider into a single delivery and marketing plan to be approved by Growth Directors Board, prior to the commencement of delivery. See “outputs” below.

## **5. SKILLS AND EXPERIENCE SOUGHT**

5.1 We are seeking to procure the services of a provider who has an established track record of promoting local authority areas as a relocation, trade and investment opportunities. The successful provider will have established contacts with many of the investors with whom we are hoping to engage and who would be willing to become sponsors, with a strong track record of partnership development, and so able to deliver a coordinated inward investment that allows all the boroughs of the West London Alliance who engage to benefit.

- 5.2 In addition the provider will know key regional policy makers and be in a position to help secure their support for the West London Inward Investment programme. They will have extensive up to date knowledge of the trends in property development, trade missions and international HQ relocations, including what is happening in competing areas in London, the UK, and internationally.
- 5.3 Finally, the provider that we seek must have a proven track record of raising significant amounts of sponsorship from private sector partner organisations to match fund promotional events and activities.

## 6. OUTPUTS

### 6.1 **MARKETING STRATEGY**

- 6.2 The provider will, in collaboration with participating WLA boroughs, undertake a baseline analysis of the current work of boroughs on inward investment, identify the key opportunities and selling points of each individually and of West London as a whole, and use this analysis to develop a detailed marketing strategy designed to increase the profile of boroughs in West London as an investment opportunity using the information from the analysis.
- 6.3 The strategy should set out the West London overall and individual borough offer to a range of investors. The strategy should identify possible campaigns and /or promotional activity that WLA boroughs should engage in, a list of events to attend and/or host, a list of events to exhibit at and the size and nature of those exhibits. The provider will be required to produce guideline budgets for all proposed marketing activity and detailed budgets for approved activity prior to delivery.
- 6.4 The marketing strategy will be constructed in such a way as to be of use to individual boroughs as they pursue their local activity, and will also be of use to the sub-region as a whole, ensuring that West London is collectively working to deliver the same set of shared outcomes.

### 6.5 **WEBSITE AND PROSPECTUS**

- 6.6 The provider shall deliver and maintain a **web portal** that acts as a “shop window” to West London, with dedicated space for individual boroughs within it to set their stall out under the umbrella of the sub-region. The borough-level content of the website will be specified by the provider and created and supplied by individual participating boroughs, The WLA-level content of the website shall be specified by the provider in liaison with the WLA and West London Growth Directors Board.
- 6.7 Alongside the website the provider will prepare and deliver a high quality printed prospectus that can be used on trade missions with L&P and DIT, and sent to developers, businesses, and governments around the world. The prospectus should set out the overall selling points and strengths of West London from an investor/business perspective, and also give space/pages/cards to individual boroughs, which should each follow a common format, whilst also allowing individual

boroughs to use their own branding and logos. An example of a format for printed a printed prospectus that may work well for this purpose is “Invest Luton”.

#### **6.8 *EVENTS: INVEST WEST LONDON CONFERENCE***

6.9 The provider will be required to manage the whole process attendance and participation at at least one major sub-regional event per year. This will include (but is not limited to):

- Producing detailed plans
- Producing detailed budgets
- Securing private sector sponsorship to support events and promotional activities
- Design and printing of publicity material specific to the events
- Designing any equipment/items (ie display stands)
- Procuring any equipment/items which are required
- Ordering stand space
- Organising travel and accommodation
- Sourcing and booking venues
- Organising speakers
- Organising attendees to events
- Organising catering/drinks receptions

6.10 It is envisaged that as part of the organisation of events and promotional activity the provider will be required to purchase items on behalf of the WLA, in the pricing schedule the provider is asked to give a percentage add on for profit on invoices paid on behalf of the Council.

6.11 It is envisaged that WLA boroughs will be promoted at the events listed below (however this subject to the recommendations made in the marketing plan produced by the provider) and that this will happen in a coordinated way e.g. they will all be located together in the exhibition space with unified branding.

#### **6.12 *INVEST WEST LONDON CONFERENCE***

6.13 The provider will be required to facilitate and manage one Invest West London conference (one or two day) event for approx. 150 - 200 delegates (likely to be held in the 2016/17 financial year). This will include (but is not limited to) venue sourcing and booking, organisation of lunch and refreshments. Conference set up and management during the day, including: managing the delegate list, providing ID badges, provide waiting and greeting staff on the day, ensure the correct audio visual equipment is available for presentations, setting up and closing down the event.

#### **6.14 *SECTOR SPECIFIC DIARY OF EVENTS***

6.15 The provider shall a develop a list of key sector-specific events that the WLA should attend and or exhibit at along with a detailed budget for each prior to approval. The sectors selected should reflect those identified as key to the West London economy in the West London Economic Assessment, published in Spring 2016.

## **6.16 TRADE MISSIONS**

6.17 The provider shall develop a forward plan of UK, London, and WLA trade missions abroad, and also of visits by foreign investors and governments to London, so that WLA members can engage with them where useful, including ensuring they have access to the West London prospectus.

## **7. Management of other marketing and promotional activity**

7.1 It is envisaged that the provider will identify a number of promotional/marketing opportunities (including attendance/promotion of other conference and events) and also that promotional opportunities will arise during the contract term. As it is impossible to predict and therefore price these at this stage the provider is asked to provide hourly rates in the pricing schedule.

### **7.2 Sponsorship**

7.3 The provider will be required to bring in income, in the form of sponsorship, which will be used to fund the events and promotional activities set out in the marketing strategy.

7.4 The provider will be asked to present in its response how it will operate financially independently of local government what the implications of this might be for the delivery of the products set out above e.g. how much time will be required to secure sufficient funding from external sponsors prior to the delivery of the website, prospectus, and annual event in particular? If financial resources are needed to commence work the potential provider will be asked to state how much and what this will be used to deliver.

7.5 The provider will be required to share their sponsorship plans with the WLA for sign off prior to commencing any sponsorship raising activity. The WLA will also approve all sponsorship deals before they are formalised.

7.6 It is the responsibility of the provider to properly vet potential sponsors in order to protect the Council from any potential reputational issues or damage.

7.7 The provider is required to inform the WLA of any conflicts of interest with regards to sponsors.

## **8. MONITORING PERFORMANCE**

8.1 The provider will be required to provide weekly update reports within the first three months of the contract, following which monthly reports will be required. These reports should an update on the Key Performance Indicators listed below.

8.2 The Council will assess the performance of the contract against the following KPIs:

1. The value of contestable investment secured for West London boroughs

2. The number of investors and other key contacts that the Council interact with through the events and promotional activities undertaken as part of this contract, broken down by WLA borough.
3. The amount of sponsorship raised by the provider as part of this contract
4. The number of risks and/or issues that the Council has to deal with resulting from poor planning and/or organisation of events or promotional activities within this contract.

## **9. THE ROLE OF THE WEST LONDON ALLIANCE**

- 9.1 Day to day management of the service will be through the Contract Manager on behalf of the WLA.
- 9.2 Upon completion of the services or termination of the Consultant's engagement all of The documents in any way prepared or used by the Consultant in connection with the Services will immediately be delivered to and become the property of the Council in all respects and the Consultant assigns full copyright and future copyright in the such documents to the Council.
- 9.3 The Council has a Design and Print service via its member boroughs that will be used by the successful provider for the duration of the contract. It is envisaged that the print provider will print all promotional paper items (ie leaflets, catalogues, posters, flyers etc) for all events and promotional activities. The successful events provider will be required to work with this print provider and we may require input from the successful events provider in the selection of the print provider.

## **10. TIMEFRAMES**

- 10.1 This contract is for a period of 3 years. The marketing strategy is to be delivered within the first 3 months of the contract with the event management and other marketing activity element running for the full 3 years.

## **11. BUDGET**

- 11.1 There is an expectation that this service will, as a concession contract, operate financially independently of local government wherever possible.
- 11.2 The WLA is looking for a provider with a good track record of raising sponsorship from suitable sources to support promotional activities (please see our requirements above). As a guide we would envisage that the provider would bring in approximately £50,000 in sponsorship over the three year contract period (of roughly equal values each year, as required by the proposed events).
- 11.3 All respondents to the tendering exercise will be expected to set out a "zero-cost" option for delivering the specification and associated outcomes set out above.

11.3 If financial resources are needed to commence work the potential provider will be asked to state how much and what this will be used to deliver.