

## Appendix 1, Westco case studies

### Communications as a managed service: London borough of Richmond

Since 2003, our agency has been delivering an outsourced communications function on behalf of the London borough of Richmond. We are responsible for:

- Maintaining the percentage of residents that feel satisfied with how the council runs services
- Increasing the percentage of residents that feel they can influence council-run services by 5% within one year from contract award.
- Increasing the percentage of residents who feel the council offers value for money by 2% in two years from contract award.
- Implementing and facilitating “Talk Richmond” – a resident collaboration community with more than 500 users used to co-create campaigns with residents.

Westco has a team of seven Communications professionals in Richmond led by an experienced on-site Account Director. We work closely with the Council’s elected and executive management teams, all council services, partners and residents. Our strategy for delivering an effective end-to-end communications function is based on:

- Supporting all our interventions with robust and appropriate evidence through reputation trackers, dashboards and digital analytics,
- Bringing residents into the heart of behaviour campaign conceptualization and delivery,
- Reviewing the local media consumption and supply landscape regularly to ensure our interventions are effective,
- Developing effective relationships with residents to ensure establishment of non-transactional, authentic relationships,
- Working to an agreed, annual communications strategy owned by our Account Director, covering the activities needed for our team to deliver against the Council’s aspirations and corporate plans.

### Positioning amongst key stakeholders: Opportunity Sutton

Opportunity Sutton is an organisation that was established by Sutton Council to attract inward investment and increase employment in the area. The Opportunity Sutton Vision is built upon an integrated and mutually supporting set of priorities: Prosperity, People and Place. Westco were appointed in 2013 to support this vision by providing public affairs services, stakeholder analysis, parliamentary events, briefings and visits to raise the profile of a specific element of the Opportunity Sutton Economic Growth Programme: to communicate to local and national stakeholders the benefits of extending the Tramlink service to Sutton Town Centre.

The Tramlink project was seen as a powerful catalyst for the long term growth of business, whilst improving links to central and west London. Westco first assisted the London Borough

of Sutton in 2013 to help raise the profile of the Tramlink project with key influencers, including then Business Secretary Vince Cable, the Chair of the London Transport Committee Valerie Shawcross CBE and Deputy Mayor for Transport Isabel Dedring.

Through a strategic stakeholder engagement plan coordinated by Westco and in partnership with Opportunity Sutton, the development of the Tramlink bid culminated in a formal launch of the bid held on Sutton High Street with local MPs, councillors (of Sutton and neighbouring boroughs), local businesses, journalists and key partners, including Willmott Dixon attending to formally 'Back the Bid', welcomed with an endorsing speech from then Transport Minister Norman Baker MP.

The approach led to a direct mention of the Sutton Tramlink in the Mayor of London's Vision 2020 report, which set out his ambition for London during his mayoralty and beyond.

### Coordinating activity into a cohesive strategy: Belfast City Council

Westco were appointed by the City of Belfast in 2014 to conduct a review of their marketing outputs intended to help the area improve visitor numbers to key assets and areas through strategic marketing services.

To capitalise on the growing reputation as a top cultural and tourism destination and location of choice for foreign investment, the City Council had been working to an Investment Programme 2012-15 worth over £200 million to maintain a skilled workforce and sustain regeneration in the city. The second phase of the Investment Programme was launched in March 2014 outlining the specific projects to be delivered up until April 2015. Our review sought to align marketing activity across all these priorities in order to deliver a coordinated and powerful contribution to the City's growth and reputation.

Westco delivered a review of the strategic marketing outputs and function in the City which sought to provide the City Council with a best in class marketing solution that reflected the ambitions of the City, was professional and fit for purpose now and for the future. Through a series of meetings and interviews conducted by a senior Westco team and a detailed review of the marketing outputs, including publications and advertising, the team was able to produce key recommendations to bring together the Council's place marketing, service marketing and commercial marketing activity under one corporate brief and narrative. The City Council welcomed the report findings and are implementing the recommendations, including evaluation activity to prove success in the long term.

### Supporting place-based reform: A City Deal for Stoke-on-Trent and Staffordshire

In 2011, Westco supported Stoke-on-Trent and Staffordshire in their bid to secure a City Deal. Westco advised a flexible approach to place leadership, spanning competing politics and bordering authorities. Westco helped to position Staffordshire as a leading council to do business with, gaining advocates within government through hosting a local business roundtable with a DCLG Minister and a leading fringe event on growth and place leadership at the Local Government Association Annual Conference. This was complemented by local MP briefings and a series of speaking opportunities for the Leader and Chief Executives of Staffordshire and Stoke-On-Trent to help raise awareness of the City Deal and partnership more broadly.

Westco also launched, designed and produced a report that set out clearly to ministers the impact that achieving a City Deal in the area could have for local growth, jobs and prosperity. The targeted stakeholder engagement campaign helped to raise the profile within government of the Powerhouse Central proposal over competing bids.

Stoke-on-Trent and Staffordshire were granted government backing for their City Deal in March 2014. The deal is worth £113 million and will support up to 23,000 jobs for local people over the next decade.

Westco also successfully delivered a range of set piece events at the Conservative Party Conference and Ideas Exchange discussion events in Whitehall to effectively position the client as a credible applicant and leader in the sector. The campaign was also promoted through a trade day in London for the area's major employers such as Jaguar Land Rover, JCB, Alstom, Wedgwood and Michelin which showcased the business benefits of a Deal.