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1. PURPOSE

1.1 The Ministry of Housing, Communities and Local Government (MHCLG – formerly the Department for Communities and Local Government) requires an Agency to develop a creative Northern Powerhouse (NPH) campaign. The Agency will develop and deliver a campaign that is:

- Hyper-local;
- Use wide scale public advertising to ensure we reach the public (inside and outside the North) with our messaging;
- Highlights government investment in the region
- Showcase the North as a great place to live, work and invest.

2. BACKGROUND TO THE CONTRACTING AUTHORITY

2.1 MHCLG's job is to create great places to live and work, and to give more power to local people to shape what happens in their area.

2.2 Its responsibilities include:

- driving up housing supply
- increasing home ownership
- devolving powers and budgets to boost local growth in England
- supporting strong communities with excellent public services.

2.3 The Northern Powerhouse (NPH) is our ambition to bring together the great cities, towns and rural communities of the North of England and North Wales to become a powerhouse for our economy.

2.4 The NPH will help achieve a sustained increase in productivity across the whole of the North and is at the heart of the government's ambition for an economy that works for everyone.

2.5 It forms part of the Industrial Strategy, which will build upon our strong economy and help businesses up and down the country seize the opportunities presented by leaving the EU. The Government is taking a coherent and targeted approach to building the North's economy, focussing on tackling the major barriers to productivity facing the North – skills, enterprise, connectivity and trade.

3. BACKGROUND TO REQUIREMENT/OVERVIEW OF REQUIREMENT

3.1 This campaign is funded by MHCLG, Cabinet Office (CO), Department for Transport (DfT) and Department for Business, Energy and Industrial Strategy (BEIS).

3.2 The NPH strategy was published in November 2016 to achieve a sustained increase in productivity across the whole of the North. The Industrial Strategy positions the NPH as at the heart of the government's ambition for an economy that works for everyone, to spread growth beyond London and the South East.

3.3 To help deliver on this vision, government is supporting the foundations of productivity identified in the industrial strategy:

People:

- Raise education and skill levels.
- Retain graduates in the North.

Ideas/Business Environment:

- Ensure the North is an excellent place to start and grow a business.
- Grow SME businesses and help businesses in the North take advantage of the global trends that will transform our future.
- International recognition of the trade and investment opportunities of the North.

Infrastructure:

- £13bn investment programme to 2021 in the Northern transport infrastructure and improve connections between Northern towns and cities.

3.4 A thriving northern economy is vital to our national economic success and to building a Britain that works for everyone especially considering EU Exit. Home to over 15 million people, half of the UK's major cities, nearly 30 universities and numerous sector assets, the potential of the NPH and its £329 billion economy is huge. However, this region has underperformed when compared to the national average against almost every key growth and productivity indicator for decades.

3.5 Addressing these challenges are priority areas for the North and MHCLG's communications and marketing activity must support the goal of delivering improved prosperity for all Northerners.

3.6 The NPH campaign has been running since 2015 and until 2017 has taken a no cost approach. In 2017 a budget of **REDACTED** was identified and a campaign was run between November 2017 and April 2018. The campaign featured several strands of activity including:

3.6.1 A graduate campaign where MHCLG worked with NPH Partners to highlight the job opportunities in the North.

3.6.2 Four themed weeks that covered skills, culture, international trade and innovation that were social media led and highlighted the strengths of the North and government investment in these areas through case studies, infographics and videos.

3.6.3 Working with the NPH Partner Network on content for the themed weeks and breakfast briefings on specific subjects relating to the campaign which were attended by government and businesses.

3.7 The campaign was primarily social media led with out of home brought in to the final themed weeks, international and innovation. During the campaign MHCLG launched both the NPH Facebook and LinkedIn channels and have continued to use these,

alongside twitter outside of core campaign months. MHCLG have recently added a NPH Instagram account to the mix and this campaign will aim to drive increased followership and engagement with these channels.

4. DEFINITIONS

Expression or Acronym	Definition
MHCLG	means the Ministry of Housing, Communities and Local Government (the Authority)
CO	means Cabinet Office
DfT	means Department for Transport
BEIS	means Department for Business, Energy and Industrial Strategy
NPH	means Northern Powerhouse
NPIF	means Northern Powerhouse Investment Fund
DfE	means Department for Education
DIT	means Department for International Trade
NPIF	means Northern Powerhouse Investment Fund
SME	means Small and Medium Enterprise
LEPs	means Local Enterprise Partnerships
HMG	means Her Majesty's Government

5. SCOPE OF REQUIREMENT

- 5.1 MHCLG require an Agency to develop and deliver an integrated communications campaign to support economic growth in the Northern Powerhouse. The Agency will provide an end-to-end campaign planning and delivery service.
- 5.2 Throughout the campaign the Agency can develop an innovative approach and make suggestions in terms of the strategy, creative, tactics and overall approach to delivery. The campaign must have a digital first focus, but will include above the line advertising, events, PR and other channels.
- 5.3 Insight shows that local identity is stronger than average in the North and people are more likely to identify with their town or region than in the South. The Agency will need to demonstrate an understanding of this and show capability for designing a hyper-local campaign which will respond to this insight and their understanding of the behaviour and motivations of this regional audience.
- 5.4 An NPH campaign look and feel is already in place and was used for the previous campaign. MHCLG would like to continue with this overall look and the existing brand guidelines and associated materials will be made available to the Agency. The Agency may need to augment these in the context of the new campaign, particularly in terms of images and artwork.
- 5.5 The Agency is required to develop and deliver a creative strategy to reach the target audiences, with an aim to prompt them into the 'Think, Feel, Do' actions prescribed for each audience type in paragraph 6.2. The Agency will also support delivery of the

overarching KPIs for the campaign set out in paragraph 13.4. The target audiences need to hear messages about the Northern Powerhouse in a way that they can relate to and in a manner which comes across as authentic. As stated earlier campaign branding has already been developed and this should be used across all creative developed for the campaign.

- 5.6 The Agency will need to meet the deliverables (listed in paragraph 7.1 below) within the identified activity streams, which include event management and content production. These are based on current plans and are open to being reviewed once the full strategy has been confirmed.
- 5.7 For this campaign, the Agency will be required to provide media planning services and work closely with Manning Gottlieb (the government contractor for media buying services) to deliver those requirements for the campaign.
- 5.8 The Agency will be required to support the delivery of the strategy, especially in the delivery of:
- Digital content;
 - PR support to promote engagement across all audiences;
 - Event management;
 - Creative development;
 - Stakeholder engagement;
 - Positive engagement with trade magazines.
- 5.9 The Agency will also be required to:
- Present a timetable for campaign development that allows for the launch of the campaign within a reasonable period from appointment.
 - Conduct research throughout the campaign and at the end of the campaign to gauge audience engagement and delivery against KPIs.
 - Collaborate and liaise with other government departments and their agencies as necessary to enable better reach.
 - Work with the Government Communications Service's Local (GCS Local) team, who are based in the north, when planning activity and to use GCS Local's insight and local knowledge when liaising with stakeholders.
 - Collaborate and liaise with the 200+ NPH Partners as necessary to enable better reach.
 - Offer flexibility and adaptability.
 - Provide a robust evaluation against the KPIs in paragraph 13.4. These currently include some proxy indicators. The final indicators will be agreed with the Agency at the inception of the Contract. .

6. THE REQUIREMENT

- 6.1 The campaign delivered by the Agency shall achieve 3 main objectives:
-

- Improve graduate retention:

Encourage collaboration between Northern universities and businesses to retain skilled graduates in the region beyond their studies to ensure that the skills needed to support increased economic growth are available.

- Raise awareness of SME support and business opportunities of the North:

Tell the stories of businesses which have benefitted from financial support from the Northern Powerhouse Investment Fund to generate further applications from SMEs. Highlight the strengths (sectoral and otherwise) and attractiveness of the region (relative value for money etc.) to encourage expansion and investment from businesses within and outside of the region.

- Rebuild commuter and business confidence in transport links:

Access and connectivity are vital to economic growth. Showcase the tangible changes already being delivered and investment being made to improve connectivity within the region in years to come.

6.2 The target audiences must be prompted into the 'Think, Feel, Do' actions as prescribed below.

6.2.1 **Objective one: Increase graduate retention**

Primary Audience: Graduates and final year university students where retention is less than 60% [North East and Yorkshire and Humber]

THINK: There are the right career opportunities for me in the North that compare to the opportunities available in London and the South East. Manufacturing, professional scientific and technical activities are careers I could explore [prime capability sectors identified in the NPH Independent Economic Review].

FEEL: The North is a great place for me to start and build my career; it has world renowned sector strengths and cutting-edge capabilities.

DO: Stay, work, train in the North after graduation.

Influencers of students: Teachers, parents, peers

6.2.2 **Objective Two: Raise awareness of the investment and support available to grow SME businesses in the north; and attract investment from outside the region**

Primary Audience: SME businesses in the North, particularly hard to reach areas [Humber, Cumbria, Lancashire, Cheshire, Warrington]

THINK: The Government is driving opportunities for growth and productivity in the North, investment and support is available for SMEs (NPIF).

FEEL: I have access to funds to grow my business.

DO: Invest, train and hire.

Influencers of SMEs and businesses: Media, business advisers (like banks, trade advisers), Chambers of Commerce, business conferences in the region and beyond, Federation of Small Business, local business groups.

Secondary Audience: Entrepreneurs and businesses in the South East and London looking to set up or expand their business.

THINK: Investing in the North, particularly expanding UK businesses into the region will generate return from opportunities not afforded elsewhere – sectoral strengths, investment in skills, transport links and business support and the lower cost of living.

FEEL: The North is on an upward journey and now is a good time to invest here.

DO: Explore investment opportunities and commit funding.

6.2.3 **Objective Three: Increase commuter and business confidence in transport links across the North**

Primary Audience: Commuters in the north

THINK: The Government is investing in transport to improve journeys in and around where I live. I am able to access skilled jobs across the region.

FEEL: My journeys are improving and improved transport links have opened up more job opportunities for me.

DO: Recognise the benefits of Government investment.

Primary Audience: Businesses/Employers in the North

THINK: Government is investing in improving connectivity between Northern towns and cities.

FEEL: The Government recognises the importance of good transport links to connect people to jobs and opportunities.

DO: Grow and create jobs.

Influencers of employers and commuters: Media, peers.

Secondary Audiences: Commuters and businesses in the South

THINK: Government is investing in improving connectivity between Northern towns and cities. The NPH is a great and viable place to invest, live and work.

FEEL: Now is a good time to invest in or move to the North.

DO: Explore investment or job opportunities.

6.3 The Campaign will use a 'Powering my' concept for each objective to build on the awareness of the NPH brand and the pride people feel in being a Northerner. For each of these concepts, listed below, the Agency should carry out the following.

a) Powering my opportunities – Increase graduate retention

- Hold a minimum of five student events with two partners invited to speak about job opportunities.
- Focus on locations where graduate retention is less than 60%: Newcastle University, Northumbria University, Teesside University, University of Sunderland, University of Bradford, University of Huddersfield, University of Hull, University of Leeds, Leeds Beckett University, Leeds Trinity University, University of Sheffield, Sheffield Hallam University, University of York, York St John University, Bangor University.
- Capture both footfall to the event; and track attitudes through a survey monkey.

b) Powering my business – raise awareness of the investment and support available to grow SME businesses in the North and attract investment from outside the region

- Work with the Northern Powerhouse Investment Fund to showcase SME businesses who have already benefited, with the benefit quantified, and use these case studies across all digital channels. We will share these both within and beyond the region.
- Create a learning community among SMEs to share best practice.
- Showcase, in partnership with Department for International Trade (DIT), return on investment from international trade missions (value of contracts/investments secured, numbers of jobs safeguarded and created).
- Showcase Industrial Strategy grand challenges and sector deals involving Northern companies.
- Work with the NP11 (the group of eleven LEPs across the region) to deliver localised targeting of advocates influencers and stakeholders (outside of the NPH partners) to amplify the campaign. This proved very effective during the 2017/18 campaign where there was a rise in grass root engagement that outstripped official activity.
- Work with **REDACTED** Northern Powerhouse partners who are keen to participate more actively in the campaign – using them as campaign deliverers, bringing credibility, reach and resources. The Agency will create toolkits and other assets for partners to share and amplify core messaging.

- Bring together business, scientists, investors, educators and policy makers to collaborate on delivering the Grand Challenges.
- Enthuse partner businesses about the growth opportunities the Grand Challenges bring to the NPH.
- Showcase partner case studies to businesses within and outside the region to highlight sectoral strengths and innovation within the region.

c) Powering my connections: Increase commuter and business confidence in transport links across the North

- Highlight completed projects that have delivered improvements in the North across all modes of transport as part of the £13bn investment programme to 2021, encouraging a stronger cycle of private investment and productivity growth and supporting the North to compete with other city clusters.
- On transport, there is a need to rebuild confidence in the region that investments being made and planned will have a positive impact. Messaging and activity will be targeted around geographic areas that have seen investment to ensure credibility.
- Engage business in how Government and Transport for the North will take forward plans for Northern Powerhouse Rail following approval of the outline business case at the end of 2018. The Agency will share this ambition with the business community beyond the region to attract those who are looking to expand their business in future.
- Highlight investment in the East-West connection which is important for businesses and workers.
- Highlight improvements to the local road network.

6.4 The activity will be ‘Northern Powerhouse’ and ‘Industrial Strategy’ branded in line with the guidelines currently being created. A ‘Northern Powerhouse’ logo was previously created for the campaign, which includes the HMG logo, and this will be used alongside the Industrial Strategy branding on all relevant communications. This will be shared once complete. We will continue to use the campaign look and feel from the 2017/18 campaign as the creatives tested well with target audiences.

7. KEY MILESTONES/DELIVERABLES

7.1 MHCLG will measure the quality of the agency’s delivery against the following project milestones/deliverables.

Milestone / Deliverable	Description	Timeframe
1	Beginning of strategic meetings to agree the approach and use of budget	January 2019

2	Develop a plan to work with the universities identified in 6.3 to organise a minimum of 5 events which bring university students together with businesses (at least 2 of them NPH partners) to promote career opportunities and support graduate retention in the region.	To be set out in the project plan agreed between the Agency and MHCLG
3	Provide MHCLG with a written evaluation of each University event in accordance with the GCS evaluation framework	To be set out in the project plan agreed between the Agency and MHCLG
4	Develop a communications plan and content to share the graduation retention message with students on a sustained basis during the campaign period. The Communications Plan must be agreed and signed-off by MHCLG.	To be set out in the project plan agreed between the Agency and MHCLG
5	Deliver the approved communications plan, sharing the graduation retention message with students.	To be set out in the project plan agreed between the Agency and MHCLG
6	Create toolkits for each element of the campaign to enable NPH partners and others to support and share campaign messages.	To be set out in the project plan agreed between the Agency and MHCLG
7	Work with NPIF to create a range of digital content (videos, animations, infographics etc) showcasing the stories of at least 10 SMEs who have benefitted from the NPIF.	To be set out in the project plan agreed between the Agency and MHCLG
8	Design an agreed above-the-line communications plan to promote what makes the NPH an attractive place to do business to companies and entrepreneurs outside the region. The plan must be agreed and signed off by MHCLG. Develop a bank of images and content which can support this and also be used on NPH social channels (including Instagram) over the longer term.	To be set out in the project plan agreed between the Agency and MHCLG
9	Deliver the approved, above-the-line communications plan to promote what makes the NPH an attractive place to do business to companies and entrepreneurs outside the region – including the bank of images and content which can support this and also be used on NPH social channels.	To be set out in the project plan agreed between the Agency and MHCLG

10	Develop a hyper-local PR and advertising plan to highlight completed transport projects, as identified by DfT, (including improvements to local road networks) across the region focusing on geographical areas that benefit from these investments and using this to draw out a wider story about government investment in infrastructure across the region.	To be set out in the project plan agreed between the Agency and MHCLG
11	Deliver the approved hyper-local PR and advertising plan to highlight completed transport projects, as identified by DfT	To be set out in the project plan agreed between the Agency and MHCLG
12	Arrange and facilitate a series of at least 5 stakeholder engagement forums to discuss plans for taking forward Northern Powerhouse Rail and promote involvement in the Industrial Strategy Grand Challenges to business, scientists, investors, educators and policy makers (at least two must be NPH partners).	To be set out in the project plan agreed between the Agency and MHCLG
13	Provision of an evaluation of the full campaign in a format approved by MHCLG and in line with the GCS evaluation framework.	To be set out in the project plan agreed between the Agency and MHCLG
14	End of initial campaign activity	31 March 2019

8. AUTHORITY'S RESPONSIBILITIES

- 8.1 MHCLG will provide the Agency with a dedicated point of point of contact.
- 8.2 MHCLG may need to seek Ministerial approval for creative content. The Agency must take this into consideration for any timetables and project plans.

9. REPORTING

- 9.1 The Agency will be expected to attend all fortnightly cross-government campaign meetings and subsequently contribute updates in weekly agency status meetings and trackers. The location of the meetings will be advised.
- 9.2 The Agency must conduct a full, robust evaluation of the campaign once the campaign concludes. This evaluation must follow the Government Communications Service Framework 2.0 (<https://gcs.civilservice.gov.uk/guidance/evaluation/>). The findings and lessons learnt must be presented to all the funding departments and documented in a written report provided to MHCLG. No campaign will be considered completed until the evaluation has been conducted/presented and this has been accepted by MHCLG

10. CONTINUOUS IMPROVEMENT

- 10.1 The Agency will be expected to continually improve the way in which the required Services are to be delivered throughout the Contract duration.

10.2 Changes to the way in which the Services are to be delivered must be brought to MHCLG's attention and agreed prior to any changes being implemented.

11. PRICE

11.1 The costs are as set out in Appendix E and are excluding VAT. The total budget for the campaign is a maximum of **REDACTED** (excluding VAT) which includes Agency fees and production, research and media buying.

12. STAFF AND CUSTOMER SERVICE

12.1 MHCLG requires the Agency to provide a sufficient level of resource throughout the duration of the Northern Powerhouse Campaign Contract in order to consistently deliver a quality service to all Parties.

12.2 The Agency's staff assigned to the Contract shall have the relevant qualifications and experience to deliver the Contract.

12.3 The Agency shall ensure that staff understand MHCLG's vision and objectives and will provide excellent customer service to MHCLG throughout the duration of the Contract.

13. SERVICE LEVELS AND PERFORMANCE

13.1 MHCLG will measure the quality of the Agency's delivery by:

13.1.1 Delivery to time and budget of the milestones/deliverables listed in paragraph 7.1 above.

13.1.2 Efficient project management, providing updates, organising regular meetings and presentations.

13.1.3 Effective stakeholder management and working with other suppliers

13.2 The Agency will work closely with the Campaigns and Marketing Team at MHCLG. The Team will monitor the quality of products delivered and performance through regular appraisal of the work as it develops.

13.3 Delivery against the below campaign KPIs will help inform the evaluation of the overall campaign. These KPI's will be refined and agreed with MHCLG at the first kick-off meeting.

13.4 Remedies for failure to meet the agreed campaign KPI's, or any of the milestones/deliverables set out in section 8 (above), will be managed in accordance with Section 5 of the call-off terms and conditions. In the first instance, MHCLG will expect the Agency to attend a Performance Review meeting as set out in paragraph 13.5.

NPH Campaign KPIs

(these include proxy indicators which will be confirmed at the inception of the Contract)

KPI/SLA	Service Area	KPI/SLA description	Target
1	Improve graduate retention	Raise the belief of 16-24s in the North that the area is a great place to start your career from 61% to 65%	65%
2	Improve graduate retention	Change attitudes among Northern graduates to starting their careers in the North improving by a proxy of 2% against a new benchmark obtained from N8 Universities. We will include a	2% uplift

		question in the survey monkey for those attending graduate events to track this.	
3	Improve graduate retention	Figures on graduate retention are published annually but will not be available until October/November 2019. Increase Graduate retention by 2% in Yorkshire and Humber and the North East.	Figures vary by area – increase overall by 2%
4	Raise awareness of SME support and business opportunities in the North	Improve the diversification of NPIF funding - increasing enquiries to the NPIF by 3% in hard to reach areas of Cumbria (1 in last quarter), Tees valley 3), Lancashire (9), Cheshire and Warrington 96) and the Humber (7)	Figures vary by area – increase overall by 3%
5	Raise awareness of SME support and business opportunities in the North	Increase awareness of the term 'Northern Powerhouse' among businesses by 5% from 73% (March 2018) to 78% (March 2019); and by 2% from 64% to 66% for the public.	Businesses 78% Public 66%
6	Raise awareness of SME support and business opportunities in the North	Increase the belief amongst the business audience that they are optimistic about the potential for growth in the region over the next 12 months by 5% from 65% to 70%.	70%
7	Rebuild commuter and business confidence in transport links	Change attitudes amongst commuters, employers and businesses that transport is improving in the North by 2% against new benchmark	2% uplift
8	Rebuild commuter and business confidence	3% increase in businesses who expect the North overall to benefit from NPH (baseline of 69%)	72%

- 13.5 Where MHCLG identifies poor performance against the agreed campaign KPIs (or failure to meet the milestones/deliverables), the Agency shall be required to attend a performance review meeting. The performance review meeting shall be at an agreed time no later than 10 working days from the date of notification at MHCLG's premises.
- 13.6 The Agency shall be required to provide a full incident report which describes the issues and identifies the causes. The Agency will also be required to prepare a full and robust 'Service Improvement Action Plan' which sets out proposals to remedy the service failure. The Service Improvement Plan shall be subject to amendment following the performance review meeting and agreed by both parties prior to implementation.
- 13.7 MHCLG agrees to work with the Agency to resolve service failure issues. However, it will remain the Agency's sole responsibility to resolve any service failure issues.

14. SECURITY REQUIREMENTS

- 14.1 The Agency will keep campaign materials confidential until agreed embargoed supply or launch dates. The Agency will keep MHCLG data in line with the General Data Protection Regulation (GDPR) / Data Protection Act 2018 (clause 29 of the Call Off Terms and Conditions refers)

14.2 Photographic ID will be required by the Agency for meetings at MHCLG and any other Government Department's offices.

15. INTELLECTUAL PROPERTY RIGHTS (IPR)

15.1 MHCLG will retain IPR of any materials produced throughout the period of the campaign. Similarly, the IPR on assets that are transferred from the incumbent Agency will be retained by MHCLG.

16. PAYMENT

16.1 Payment can only be made following satisfactory delivery of pre-agreed certified products and deliverables and in accordance with the Price Schedule (Appendix E).

16.2 Before payment can be considered, each invoice must include a detailed elemental breakdown of work completed and the associated costs.

17. LOCATION

17.1 The location of the Services will be carried out in accordance with the Agency's delivery model. Given the objectives associated with the NPH and the need for a hyper-local approach, the Agency shall ensure that their delivery model demonstrates a detailed understanding of, and appropriate presence and capability in the region.