

**Lancashire County Council**

**Company Member Cabinet Committee**

**Thursday, 21st December, 2023 at 10.00 am in Committee Room 'C' - The Duke of Lancaster Room, County Hall, Preston**

**Supplementary Agenda**

We are now able to enclose, for consideration at the next meeting of the Company Member Cabinet Committee to be held on Thursday, 21st December, 2023, the following information which was unavailable when the agenda was despatched

**Part I (Open to Press and Public)**

**No. Item**

**6. Urgent Business**

An item of urgent business may only be considered under this heading where, by reason of special circumstances to be recorded in the Minutes, the Chair of the meeting is of the opinion that the item should be considered at the meeting as a matter of urgency. Wherever possible, the Chief Executive should be given advance warning of any Member's intention to raise a matter under this heading.

**(a) Lancashire Enterprise Partnership Update** (Pages 1 - 8)

**(b) Marketing Lancashire Update** (Pages 9 - 18)

Angie Ridgwell  
Chief Executive

County Hall  
Preston





**Report to the Company Member Cabinet Committee**  
Meeting to be held on Thursday, 21 December 2023

**Report of the Director of Growth and Regeneration**

**Part I**

Electoral Division affected:  
(All Divisions);

**Corporate Priorities:**  
Supporting economic growth;

**Lancashire Enterprise Partnership Update**

(Appendix 'A' refers)

Contact for further information:

Andy Walker, Tel: 01772 535629, Head of Service Business Growth / Interim  
CEO LEP [andy.walker@lancashire.gov.uk](mailto:andy.walker@lancashire.gov.uk)

**Brief Summary**

This report provides a further update to the Company Members Cabinet Committee on the final year of operation of the Lancashire Enterprise Partnership. As reported previously the LEP was wound-up as an independent company in July 2023 with financial decision-making resting with LCC's Director of Resources as the representative of LEPs accountable body.

A set of processes are now in place to close the LEP on the 31<sup>st</sup> March 2024 – the point at which its core funding from government ceases. Until that point, the board structure needs to remain in place as a condition of DLUHC funding.

Integration arrangements are aligned with the interim structures which are now emerging to guide Lancashire towards a Combined County Authority. Essentially the core functions and legacy resources of the LEP will be available via LCC and deployed in consultation with the other two upper tier authorities.

This report details the latest financial position of the LEP, presenting in-year budgets and actuals for 2023-24. The main changes to the financial position stem from significant changes to forecast LEP income where upper tier authority match contributions have either not been paid or have been withdrawn.

The net effect of this change is that the forecast reserve left at the end of 23/24 will fall from £1.5m to £876k. There may be further underspends on specific workstreams but these are being managed closely and overall will remain well within the overall financial envelope set to deliver the business plan activity in 2023/4.

In addition to its revenue resources the LEP, the Growing Places capital fund will also default to the Director of Resources at LCC.

Since starting in 2013, the GPF has already invested over £40m in developments of all types and sizes across the county, which in turn has generated £100m of private investment and supported over two thousand new jobs.

Currently there are three live schemes with three in development amounting to a value of £9.5m and a healthy pipeline of enquiries. The fund is presently worth £19.4m.

### **Recommendation**

The Company Member Cabinet Committee are asked to endorse the contents of this report, noting that the Lancashire Enterprise Partnership will formally cease on 31<sup>st</sup> March 2024.

This will be the final report to this committee in relation to the LEP as the company was wound up in July 2023.

### **Detail**

This report presents the position of the Operating budget as at November 2023. It reflects income and expenditure to date along with forecasts of income and expenditure to the end of March 2024.

The resultant position of the LEP reserves as at 31<sup>st</sup> March 2024 will be £0.876m.

There is currently provision made for £133k of employment liabilities following the cessation of the LEP, an up to date forecast has been requested and any amendments required to this provision will be made in future updates.

### **Income**

Government funding for the core grant of £250k has been received .

Partner income has been removed following non payment of invoices for the contributions in the years 2021/22 2022/23 and for 2023/24. The reversal of these invoices and the LCC contributions for the same period has resulted in a reversal of £500k of prior year income and no income from partners this financial year.

This reversal does not put the government funding at risk as the required match has been provided by interest on held funds and growing places loans in the two prior years and is forecast to be sufficient this year as well.

### **Expenditure**

### **Staffing**



Costs for employees remain on budget for the year, various roles including the skills hub and honorarium increments for LCC staff covering vacant LEP posts will be made at year end.

Employment liabilities previously provided to the value of £133k remain on the balance sheet, whilst this is estimated to be sufficient for the staff remaining at 31<sup>st</sup> March 2024 an up to date forecast of employment and pension strain liabilities to 31<sup>st</sup> March 2024 has been requested and any further provision required will be shown as expense in a later update.

### **Core Running costs**

Given the staffing changes rental of accommodation is no longer required and space is utilised within the Business Growth desk spaces at County Hall where necessary. Therefore the £5k rent budget will not be required.

Expenditure for directors indemnity insurance (23.8k), subscriptions (3.5k) and training course fees (5.25k) have led to the running costs budget of £23.2k being over spent, with some further costs expected a year end a forecast of £45.7k is expected which will mean that the budget is £22.5k over spent for the year. This is primarily the directors insurance costs which were not in the budget.

### **Strategic Framework delivery**

Budgets were provided for Sector Support (240k) Data observatory costs (200k) and internationalisation (150k), whilst cost to date have only been £29.9k the CEO confirms full budgets are expected to be spent by year end and have therefore been left in the forecast. Any under spend on these will add to the reserves at March 2024,

### **Project Support**

Budgets were provided for General Project Funding (25k) careers and enterprise match (25k) and NCF Ecosystem development (425k). To date expenditure has been £48k on NCF Ecosystem work and £14k on commissioning a monitoring surveyor for a growing places loan. All budgets are expected to have further spend on by year end and have been forecast to be fully committed, with the monitoring surveyor costs creating an overspend of £14k for the year.

### **Marketing & communication activity**

Spend to date of £61k has been on a combination of monthly support costs from Viva PR / Bond consulting and one off pieces of marketing activity including a stand at UKReiif, a place proposition film, Cop 28 activity and other exhibition costs. With reduced expenditure other than the monthly support expected through the remainder of the year a forecast of £70k has been made 10k over budget.

### **Annual Conferences and publications**

This is expected to be on budget for the year at 10k.



## Fees and charges

These are expected to be on budget for the year at 63k.

## LEP restructuring budget.

Provision in the budget was made for £109k of expenditure to support the development of the Combined Authority for Lancashire and to support a devolution deal with government.

Whilst minimal spend has been made to date (£3.5k on an economic inactivity report) the remainder of costs relating to Devolution are being met by the Upper Tier Authorities rather than the LEP and the forecast had therefore been removed.

## Reserves position at 31<sup>st</sup> March 2024

Taking into account the income and expenditure as noted above the reserves position as at 31<sup>st</sup> March 2024 is now expected to be £876k as opposed to the budgeted figure of £1.5m. There are no contingent liabilities that will need provision to be made for in terms of contracts that extend beyond March 2024.

## Appendices

Appendix 'A' is attached to this report. For clarification they are summarised below and referenced at relevant points within this report.

Appendix	Title
Appendix 'A'	LEP Operating Budget - Budget and Actuals to Nov 2023

## Consultations

This report has been shared with Finance and Legal Services colleagues.

## Implications:

This item has the following implications, as indicated:

The LEP budget has provided significant revenue resource to advance key projects in Lancashire. As this resource passes back to Lancashire County Council or potentially a shadow County Combined Authority (CCA), there will be a need to re-confirm priorities and maintain momentum on key projects and programmes.

## Risk management

The revenue and Local Growth Fund spend of the LEP in 2023/24 financial year is being closely managed and will be subject to integration process with the county council as the LEPs accountable body and potentially on to a shadow CCA operating as a Devolution Delivery Board. Some uncertainty remains as to how funds and LEP resources including staff and budgets will be deployed and prioritised in this new environment.



## List of Background Papers

Paper	Date	Contact/Tel
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None

Reason for inclusion in Part II, if appropriate

N/A







# Appendix A

<b>Appendix A</b>				
<b>Lancashire Enterprise Partnership</b>	<b>2023-2024</b>	<b>2023-24</b>	<b>2023-24</b>	<b>2023-24</b>
<b>Medium Term Financial Forecast</b>				<b>Variance Budget to</b>
<b>2023/24</b>	<b>Budget</b>	<b>Actuals to Nov 23</b>	<b>Forecast 2023-24</b>	<b>Forecast</b>
<b>Income</b>				
DCLG income - strategic				
DCLG income - core	250,000	250,000	250,000	-
LCC / Partner contributions	187,500	- 500,000	- 500,000	- 687,500
Growing Places Interest received	200,000		200,000	-
Contributions				-
Interest received on funds	220,000		220,000	-
<b>Total Income</b>	<b>857,500</b>	<b>- 250,000</b>	<b>170,000</b>	<b>- 687,500</b>
<b>Expenditure</b>				
<i>Staffing</i>				
CEO and interim CEO Costs	68,876	45,917	68,876	-
LEP core staff	218,491	84,219	218,491	-
LEP contribution to Skills Hub staff	139,370		139,370	-
	426,737	130,136	426,737	-
<i>Core Running Costs</i>				
Accommodation	5,000			5,000
Treasury management costs	15,200		15,200	-
Accountable Body Support Agreement	45,000		45,000	-
Running costs	23,199	34,878	45,746	- 22,547
	88,399	34,878	105,946	- 17,547
Strategic Framework Delivery				-
Local Industrial Strategy				-
Sector Support	240,000	29,945	240,000	-
Lancashire Data Observatory	200,000		200,000	-
Manufacturing Sector Group			-	-
Internationalisation Strategy & Inward investment	150,000		150,000	-
	590,000	29,945	590,000	-
<i>Project Support</i>				
Additional Eden commitment				-
LEP programme consultancy and assurance		14,050	14,050	- 14,050
General Project Funding	25,000		25,000	-
Match for Careers Hub and Enterprise Advisors Network	25,000		25,000	-
Innovation Enterprise Centre Study				-
Extension of Export Plan advisor				-
NCF Ecosystem development	425,000	48,165	425,000	-
	475,000	62,215	489,050	- 14,050
<i>Marketing &amp; communications activity</i>				
Specific agreed marketing projects	60,000	61,025	70,000	- 10,000
	60,000	61,025	70,000	- 10,000
<i>Marketing &amp; communications commissions</i>				
Annual Conference and annual publications	10,000		10,000	-
	10,000	-	10,000	-
<i>Fees and charges</i>				
Legal Support	20,000		20,000	-
Company Secretary	43,000	43,000	43,000	-
	63,000	43,000	63,000	-
<i>LEP Restructuring Budget</i>				
Consultancy and professional support		3,500	3,500	- 3,500
Devolution and CCA Project Development	109,416		-	109,416
Provision for staff indemnity liabilities				-
	109,416	3,500	3,500	105,916
<b>Total Expenditure</b>	<b>1,822,552</b>	<b>364,699</b>	<b>1,758,232</b>	<b>64,319</b>
<b>Net P&amp;L</b>	<b>- 965,052</b>	<b>- 614,699</b>	<b>- 1,588,232</b>	<b>- 751,819</b>
<b>Reserves</b>				
LEP account balance brought forward, including Growing Places interest	2,465,052	2,465,052	2,465,052	
Balance of P&L above	- 965,052	- 614,699	- 1,588,232	
<b>Total LEP funding available</b>	<b>1,500,000</b>	<b>1,850,353</b>	<b>876,820</b>	



**Report to the Company Member Cabinet Committee**  
Meeting to be held on Thursday, 21 December 2023

**Report of the Director of Growth and Regeneration**

**Part I**

Electoral Division affected:  
(All Divisions);

**Corporate Priorities:**  
Supporting economic growth;

**Marketing Lancashire Update**  
(Appendix 'A' refers)

Contact for further information:  
Andy Walker, Tel: 01772 535629, Head of Service, Business Growth  
andy.walker@lancashire.gov.uk

**Brief Summary**

Over the past year, Marketing Lancashire has undergone a period of significant change. This has included: -

- Shareholder concern over the deliverability of the company business plan and financial sustainability leading to a decision to wind up the company
- Executive Leadership change (May)
- The TUPE transfer of the Marketing Lancashire team into LCC (August)
- The scheduled liquidation of the Marketing Lancashire as a company in (Feb 24)
- The successful application to be designated as a new VisitEngland certified Local Visitor Economy Partnership (LVEP) in partnership with VisitBlackpool.

Overall data for the performance of the tourism sector comes through an agreed industry mechanism know as STEAM. Data is significantly lagged and we are only just receiving 2022 data in mid-December 2023. On this basis, it is hard to ascribe any measure of impact to the work of Marketing Lancashire from this point.

Headlines on financial performance as at the end of November 2023, suggests that expenditure is likely to exceed income by around £15,000. This includes the reduction in income from LCC of £200,000.

Further alignment of financial systems and the inclusion of Marketing Lancashire in a wider review of the Business Support Service in 2024/25 should address any

remaining deficit. Until when, healthy reserves can absorb any structural overspend.

### **Recommendation**

The Company Member Cabinet Committee are recommended to note the report and endorse the actions set out to fully liquidate the company by February 2024.

The Committee requests a further report to provide assurance on company closure early next year.

### **Detail**

See attached activity report Appendix 'A', for detail of activity and performance against LCC KPIs.

### **Appendices**

There is one Appendix attached to this report. For clarification it is summarised below and referenced at relevant points within this report.

<b>Appendix</b>	<b>Title</b>
Appendix 'A'	LEP Performance July – December 2023

### **Consultations**

Consultation has taken place with Legal Services and Finance colleagues in the preparation of this report.

### **Implications:**

This item has the following implications, as indicated:

- Possibly need to review the governance of Marketing Lancashire to provide accountability for LCC, other local authority and partners (business) investment. The LVEP Board will provide more strategic oversight for the sector and be linked to the emerging County Combined Authority.

### **List of Background Papers**

Paper	Date	Contact/Tel
None		
Reason for inclusion in Part II, if appropriate		
N/A		



## **Marketing Lancashire Activity Update December 2023**

### **Local Visitor Economy Partnership**

Marketing Lancashire has been awarded Local Visitor Economy Partnership (LVEP) status by VisitEngland, placing them among the country's leading organisations for destination management.

The new Lancashire LVEP is a partnership between Marketing Lancashire and VisitBlackpool with the support of all the county's 15 councils.

This new national portfolio of strategic and high-performing LVEPs will work in collaboration locally, regionally and nationally on shared priorities and targets to support and grow the visitor economy.

As well as achieving a nationally recognised official status, LVEPs will provide strong leadership and management of their destinations. Working collaboratively with the public and private sector, they will help to shape and deliver national strategy and activities to promote sustainable growth.

As an LVEP, the Marketing Lancashire and VisitBlackpool partnership will also have access to resources and guidance from VisitEngland on product distribution, business support and the opportunity to bid for funding and marketing.

### **Cyber Conference**

The Lancashire Cyber Festival took place across two days in November, Marketing Lancashire supported the creation and delivery of the industry day event which took place at Stanley House.

The event garnered significant success, attracting key industry figures who engaged in impactful discussions. Despite strict security measures required by the National CyberForce (NCF), the event received widespread media coverage, including television and print.

Collaborating with the National CyberForce, Marketing Lancashire developed a half-day program showcasing Lancashire's quality of life aspects. This session was aimed at existing NCF employees, contemplating potential relocation upon the establishment of the NCF headquarters.

### **Devolution activity**

Marketing Lancashire resource has been key to supporting the devolution consultation activity, including the planning and delivery of a Lancashire Day event in London which then evolved into a ministerial visit to the county that culminated in a devolution signing event which took place in Lancaster Castle on the 26th November. The event was attended by over 100 stakeholders including Jacob Young - Parliamentary Under Secretary of State in the Department for Levelling Up, MPs, Local Authority Leaders and prominent business stakeholders from across a number of sectors. The event was well received and gained coverage across a number of media channels including TV, radio and print.

Staff continue to support the consultation activity for the Lancashire Devolution Deal which launched on the 1st December and will run until the 26th January. Multiple public consultation events, business networks and business engagement events have been leveraged to promote the devolution agenda and encourage participation in the survey throughout December and January, various digital channels are also being utilised to amplify the message.

## **UKREiiF May 2024**

The Lancashire stand has been booked for UKREiiF with a cross section of private sector partners, education and Local Authorities already taking up sponsorship opportunities, conversations are continuing to bring more on board.

## **Lancashire Day**

Lancashire Day took place on Monday 27<sup>th</sup> November. Marketing Lancashire once again used this day to push out the message of Lancashire being a fantastic place to live, work and visit, through #LancashireDay.

Utilising the increased visibility of both Marketing and Visit Lancashire social channels, we promoted local businesses, encouraged the sharing of Lancashire memories and promoted the Lancashire Day prize. The prize included items from LANX Shoes, Lancashire Life and Good Intent Gifts.

38.6M potential reach

Trending on Twitter/ X from 10am to 8.20pm (the longest period we have done from memory)

41 countries

## **Most influential**

Department of Levelling Up

Northern Rail

The Lancashire Hotpots

Lancashire County Council

Tatler Magazine

Lancashire Fire & Rescue Service

NickBuckleyMBE

Stanley Villa Farm Fishing & Camping

Lancashire Cricket

BBC Lancashire

## **Around the world**

United Kingdom

United States

Canada

Austria

Germany

Qatar

France

Switzerland

Ukraine

Argentina

## **Visit Lancashire Marketing Campaigns**

Marketing Lancashire continue to push out regular seasonal campaigns to promote Lancashire as a tourism destination.

This has included the three month long campaigns for both summer and Christmas, encouraging visits and spend at these key times within the county. These campaigns, supported by partner buy-in, consist of online guides, which you can see [here](#) and [here](#), dedicated website pages, social media and newsletters.

These campaigns continue to be popular with both potential visitors and business partners alike, with the guides getting around 3,000 reads and average read time of 2 minutes.

Alongside the Christmas campaign we also run the **Visit Lancashire Advent Calendar** - which offers 24 days of prizes from Lancashire partners. This year has seen a fantastic response with over 14,000 entries already, and over 51,000 page views.

In between the main campaigns we run seasonal mini campaigns around key holidays. These include October Half Term, Bonfire Night and Halloween. The Bonfire Night event page on VisitLancashire.com received 16,000 page views, with Pumpkin Picking in Lancashire getting 11,000 page views.

Looking into the new year these seasonal campaigns will start again with February Half Term and Easter.

### **Visit Lancashire Events Guide**

Alongside the seasonal campaigns, Marketing Lancashire produce an events guide. Now in their second year, these quarterly guides (Apr-Jun, Jul-Sept, Oct-Dec) are filled with events happening across the county and are by far visitors most utilised guide.

So far, this years guides have received 61,011 impressions and 15,054 reads. This added to the 145,000 page views the What's On landing page on Visit Lancashire have received, we can safely position ourselves as one of the top places for Lancashire businesses to promote their events.

Marketing Lancashire continues to support partners with bespoke marketing packages outside of the seasonal opportunities.

### **Media and PR**

Since our previous report we have started using a media request platform which has enabled us to have more of an instant connection with journalists which may not be familiar with Marketing Lancashire. This has resulted in coverage in a number of publications including iNews Weekend two weekends in a row, one for [cosy pre-christmas breaks](#) and another for [free christmas days out](#).

We have sent out a number of press releases including:

[LTA Student of the Year Shortlist](#)

Halloween Events in Lancashire

[LVEP Status Announcement](#)

Christmas events in Lancashire

[Lancashire Day giveaway](#)

Advent Calendar Launch

[STEAM Results](#)

The Christmas events in Lancashire coverage prompted a number of fam trip opportunities, with a piece expected on Santa Visits in Lancashire and a piece about Celebrating Christmas in Lancaster expected in the next week.

November saw us work with travel author Ben Aitken for content which will be used in his next book. The book will champion a number of Britain's unsung destinations and visited Preston for the weekend to dedicate a chapter of the book to the city. While in Preston Ben visited a number of our

partners including The Continental for a gig, Flowerbowl for a curling session, Aven Restaurant for lunch and Leisure Lakes Bikes for bike hire to ride the Guild Wheel. Ben also visited a number of pubs and food and drink establishments during his visit, including Preston's historic Hot Potato Tram, and has been put in touch with key individuals to speak to about Preston's heritage and future, including Tim Joel from the Harris.

Currently, 28 pitches are in circulation, with ongoing discussions for familiarisation visits (FAM visits).

Furthermore, Marketing Lancashire has provided location suggestions for a number of filming enquiries, additionally, support was extended to the Brassic production team for accessing an area on the Darwen Moors for filming purposes.

We've also provided support and content to the producers of the Hotel Inspector and Celebrity Escape To The Country (due to air next week).

## **STEAM**

**We have just completed and disseminated the annual economic impact report to districts which continues to show strong signs of recovery. The County's visitors rose to 64.8 million in 2022**

The latest tourism figures released (2022) have revealed that the Lancashire tourism sector continues to show a strong recovery post-pandemic with 17 million more visitor days and nights in 2022 than 2021.

The county's annual STEAM report, which evaluates the volume and value of visitors to Lancashire, has been released by Marketing Lancashire. The report analyses data from tourism and hospitality businesses gathered for 2022 and shows continued growth as the county recovers steadily from the impact of the Covid pandemic.

Visitor numbers rose from 51.5m to 64.8m in 2022 and the economic impact generated in 2022 increased to £4.8bn from £3.51bn in 2021, a growth of £1.29bn.

- **Visitor numbers grew to 94.3% of pre-pandemic levels.**
- **Economic impact was at 94.9% of pre-pandemic levels (when indexed against inflation)**

All areas of Lancashire have shown an increase on total visitor numbers measured in 2021 figures but the county as a whole is still not back at pre-covid levels yet. Coastal areas of the county are performing particularly well, and Blackpool has seen an increase in total visitor numbers which are over 10% higher than the last recorded pre-pandemic year in 2019, which has been achieved by extending its traditional Summer season well into the Autumn and Winter months.

The full report can be viewed at [STEAM REPORT](#)



## Partner Update

We have 434 partners in partnership at the end of November. There has been a drop since our last reported figures from the end of September (442). We have acquired 7 new partners in that time but lost 14.

The breakdown of the reasons of those that are not continuing in partnership are:

No reason given	2
New ownership	2
Cancelled partnership due to unpaid invoice	2
Budget restraints	1
Don't see the value of being partners	4
Business closed or due to close imminently.	3

A series of drop in meetings has been held across the county and allowed opportunity to engage with lots of businesses, either directly at the meeting, or via subsequent communications and meetings following the invite to attend.

A new series of partner drop in meetings are being planned to roll out between January and summer as well as a programme of activity focused on delivering added value workshops to partners, utilising our supplier partnerships to deliver, also giving them benefit of getting in front of those businesses.

A partnership survey is currently live to collect thoughts from partners on the benefits partnership currently offers, what they value and would like to see more of. We have only had 13 responses to the survey, with overall positive comments some good constructive feedback which we are looking to put into practice. We will leave the survey open through January which is traditionally a quieter period for our partners, and will encourage participation at the conference in January, to hopefully collect more responses.

## Ambassador Update

We currently have 11 Ambassadors with GA Pet Food Partners joining recently, represented by Roger Bracewell.

Of the 10 renewing Ambassadors, invoices have been sent out to 7 of them who continue to support, and meetings // follow up arranged with the remaining 3 to try and secure ongoing support – all 3 have expressed concerns about where their investment is being spent and our new relationships with LCC.

A meeting with Ambassadors is tentatively reserved for Jan 23<sup>rd</sup>, pending a good level of availability from Ambassadors.

All Ambassadors have been invited to attend the Lancashire Tourism Awards and to date 6 have confirmed their attendance.

## **Tourism Awards**

We received 122 applications which was shortlisted to 96 finalists across 74 businesses. To date 211 tickets have been sold / allocated for 21 finalist businesses. Which is half of our forecasted capacity for less than a third of our finalist businesses. Comfortable capacity at the venue is 450 with a stretch capacity of 500.

Judging days were held at Burnley Football club in mid-November with 9 panels running interviews over the two days. We had great feedback from finalists and judges alike. With many new judges involved this year, panels were mixed up compared to previous years and there was a fresh viewpoint on finalists.

Sponsorship income stands at £24,500 plus an additional value of £16,500 in contra services sponsorship. A new sponsorship with BAE Systems is soon to be announced with a press release as they have come on board as Trophy Sponsor, utilising their apprentices to create 24 bespoke metal rose trophies for this year's award winners.

Winners of 13 categories will automatically be entered into the national Visit England Awards for Excellence.

Maria now also sits on the Steering group for Visit England Awards for Excellence and to date has attended 3 steering group meetings focused on future awards cycles. She is also due to attend a meeting in London at the end of January.

## **Transition // Finance**

Following the TUPE process, which saw the ML team being brought into LCC from 1 August, the financial integration project is ongoing, with the ambition that the financial transition will be complete early 2024 to allow the Limited company to be liquidated by the end of the financial year.

## **Upcoming Event - Marketing Lancashire Partners Tourism Conference**

Ribby Hall – Woodland Suite  
16 January 2024  
9 am – 1pm

Join Marketing Lancashire, partners and tourism stakeholders for an event focused on the future of tourism in Lancashire.

Marketing Lancashire opens 2024 with a new Tourism Growth Strategy for the county. Join us for this morning conference to find out what the new LVEP (Local Visitor Economy Partnership) status means for the county and how you can work collaboratively with us to grow Lancashire's visitor economy.

Indicator	FY23/24 Target	FY23/24 actuals 1 April – 13 December	
<b>Activities</b>			
No. of consumer engagements	150k	188,193	Exceeded
No. of media engagements (fam visits)	6	8	Exceeded
No. of B2B engagements	30k	21,302	On track to exceed
<b>Outputs</b>			
No. of unique visitors to visitlancashire.com	1m	805,115	On track to exceed
Amount of Government funding streams leveraged	£0k		None available
No. of Marketing Lancashire partners	450	434	We have a steady pipeline of new partner acquisition.
No. of Lancashire Business Ambassadors	10	11	See report
No. of Corporate Sponsorships	2	0	
No. of unique visitors to investinlancashire.com	3k	not available, Emma to query with developer	
No. of inward investment leads generated	4	6	Exceeded
Reach of media coverage secured	200m	84m	
No. of contacts engaged via social media (B2B and B2C)	350k	218,165	On track to exceed
No. of unique visits to marketinglancashire.com	30k	21,963	On track to exceed
Amount of commercial income generated	£170k		On track to meet this target

