

## **LEP - Enterprise Zone Governance Committee**

### **Minutes of the Meeting held on Wednesday, 9th March, 2022 at 12.00 pm at the**

#### **Present**

David Holmes OBE

Mark Rawstron

Councillor Mark Smith

County Councillor Aidy Riggott

#### **In Attendance**

Steve Burns, Head of Service, Strategic Development, Lancashire County Council

Laura Sales, Director of Corporate Services, Lancashire County Council

Sarah Kemp, Chief Executive, Lancashire Enterprise Partnership

Chris Dyson, Strategic Development Manager, Lancashire County Council

Rob Green, Head of Enterprise Zones, Blackpool Council

Nicole Billington, Marketing Officer, Growth and Prosperity Team, Blackpool Council

Dave Gorman, Senior Democratic Services Officer, Lancashire County Council

#### **1. Welcome and Apologies for Absence**

The Chairman, David Holmes, welcomed all to the meeting.

Apologies were received from officers Stephen Young and Phil Green.

#### **2. Declaration of Interests**

There were no declarations of interest.

#### **3. Minutes of the Meeting held on 15 September 2021**

**Resolved:** The minutes of the meeting held on 15 September 2021 were agreed as an accurate record and signed by the Chair.

#### **4. Minutes of the Special Meeting held on 3 November 2021**

**Resolved:** The minutes of the Special meeting held on 3 November 2021 were agreed as an accurate record and signed by the Chair.

## **5. Matters Arising**

There were no matters arising.

## **6. Enterprise Zone Marketing Strategy**

Sarah Kemp, LEP Chief Executive, presented a report which provided the LEP - Enterprise Zone Governance Committee with an update on the development plan to produce an Enterprise Zone Marketing Strategy.

It was noted that a task and finish group comprising of officers of all the partner organisations had been formed. They are currently working together with the broad aim of being clear about developing a comprehensive marketing strategy and a plan, that is effective and that will attract new and strategic investment.

It was recognised that the LAMEC brand wasn't particularly lending itself to generating a strong pipeline generator and, in some cases, it was acting as a filter of the four locations.

It was reported that the task group had identified pieces of work that needed to be done to ensure that the strategy is right, clear, and able deliver the intended goal. It was noted that more information in relation to this was set out in the report.

The task group had highlighted what the critical issues were regarding time, energy, and resources.

The clear issue aims to make sure that the strategy aligns with the strategic intentions of the lead authorities of the Enterprise Zones, lead developers, landowners, sponsors, and the way in which the marketing strategy is implemented. It was noted that the strategy needs to inform the continued development of Enterprise Zones as a product with a feedback loop on how market demand is changing so there is a mechanism to adjust marketing if required therefore being more proactive in those hunting opportunities.

Another was regarding pipeline development. It was noted that consideration should be given to understanding investment demand, emerging sectors, and technologies so an effective strategy can be built which captures how benefits of Enterprise Zones will deliver value and to who that value has a significance.

The committee also felt that there needs to be an understanding of the national field flow for target sectors, so they are ready to move at the right time and that if they have decided not to invest, why that is the case and what can be done to adjust.

The task group identified that there needs to be a clear understanding in terms of the best distribution channel for each of the target markets and which will be the most effective.

In terms of content, it was noted that the website needed updating and consideration given to its role as a key enabler and its use for primary engagement noting that it needs to be relevant and sharp, reflecting where market interest is going in the future.

Content is going to be the biggest piece of work. The current content requires refreshing and then new content can start to be added to a pre agreed template. It was recognised that there was a lot to develop but that it will be uploaded as soon as site design is complete. This will be a process over next few months.

In terms of resources, it was noted that currently the task force group can manage but there may need to be a discussion in the future if there is to be a major international event opportunity. Sarah will take this back to the task group and pull together a marketing plan for the coming year in terms of events and conferences that they are confident around to give more of an idea.

It was noted that Blackpool Council is happy with the current progress and that they do have the Marketing budget and Nicole Billington for Hillhouse and Blackpool so that some extra resources are available across the sites if needed.

The committee was informed that currently the workload around content is being shared out across the organisations and consideration would be given to bringing it together and integrating it.

Technical property specific details work is being done by the lead authorities' developers, Colliers. Sector lead propositions is being done by the LEP's leading arm and Place and quality of life offer is being done by Marketing Lancashire.

It was commented that the philosophy around the architecture is making sure no door is a wrong door and that any potential interest is satisfied in no more than two clicks. There will be a piece of work done to check that current links are to the correct website pages.

It was highlighted that in doing this piece of work other sites had been identified that are not directly connected but which would prove to be valuable.

The committee felt it was important to create something that is flexible enough so it can go live that hits hard and that broadly covers things.

Rob Green fed back from the Economic prosperity board – Blackpool Fylde and Wyre Joint Committee which is designated as the programme board for both Hillhouse and Blackpool Enterprise Zones which receives reports on a quarterly basis. It was noted that it was considered important to be flexible with the logo. If it is international, then Blackpool Enterprise Zone logo could be used but that it was also good to keep and use the Airport tag for more locally based.

It was mentioned that it may be an idea to see if the working group think it would benefit from possibly bringing in a consumer who could look at the opposite side as someone who has used the websites and see if they want to be critical friends.

It was also felt it may be useful to speak to IT to see how long people linger on certain pages of the website and how this related to feedback to give an insight on where to focus on next.

**Resolved:** That:

- i. the Enterprise Zone Governance Committee notes the Development Plan for a comprehensive marketing strategy and plan, with a clear focus on website development as a priority.
- ii. Sarah to go back to the task group and pull together a marketing plan for the coming year in terms of events and conferences that they are confident around to give more of an idea around resources and timescales.

## **7. Reporting to Lancashire Enterprise Partnership Board**

No items were identified.

## **8. Any Other Business**

None.

## **9. Dates of Future Meetings**

**Resolved:**

That the proposed programme of meetings for 2022/23 as set out below be agreed:

- Thursday, 12 May 2022 - 11.00am
- Wednesday, 31 August 2022 - 12.00pm
- Thursday, 17 November 2022 - 12.00pm
- Tuesday, 21 February 2023 - 12.30pm

## **10. Exclusion of the Press and Public**

**Resolved:** - That the meeting move into Part II, Private and Confidential, to consider the remaining reports as they contained information defined as confidential or exempt in accordance with the relevant paragraph of Part I to schedule 12A to the Local Government Act 1972 as set out in the report. It was considered that in all the circumstances of the case the public interest in maintaining the exemption outweighed the public interest in disclosing the information.

## 11. Blackpool Airport Enterprise Zone: Progress Report

Rob Green, Head of Enterprise Zones, Blackpool Council presented a private and confidential report which provided the committee with an update on the Blackpool Airport Enterprise Zone. The report included updates on activity since the last meeting, including achievements to date, KPI's and milestones, risks, opportunities and issues, Master plan and delivery plan, project management, Fiscal incentives, current activity, towns fund, development for Multiply Ltd, Squires Gate Industrial Estate, Planning applications, communications infrastructure, Marketing, Blackpool Airport, Project team and the Risk Register.

A revised delivery plan was presented to Blackpool Council executive on 7 February 2022 which was approved with a slightly increased prudential borrowing to deliver the infrastructure phases. It was noted that there will be a further review of the delivery plan in June when detailed costings are available.

The committee was informed that there was a Towns fund approval in December from Blackpool Council, Town Fund Board and DLUHC for £7.5 million towards the highway works to provide access.

Design work is currently ongoing and they should have details of proposals and designs in next couple of months.

The outline planning application report that was due at the end of February/early March for highways has been put back to the end of March to enable more work to be done on the drainage strategy and additional work on biodiversity gain.

The outline should go forward before the end of this month. The decision from Blackpool and Fylde councils will need to be referred to the Secretary of State as the land is still green belt. Part 2 of the local plan report from the inspector won't be available until August/ September after completion of additional public consultation.

In terms of activity on site the Multiply development has now been completed and will be fully operational before the end of March.

Looking to have a more formal launch of the property now Covid restrictions have eased. Nicole is working with Multiply to identify this.

Work at the site is mainly now the new construction of the changing room and carparking complex to support the sports pitches.

The tendering and delivery of the 3G pitch has been delayed 6 months to ensure drainage issues are resolved beforehand. A grant of £250,000 from the Football Foundation has been received towards those changing facilities.

In terms of marketing it was noted that they will be pushing forward on data and digital sector, working with Lancaster university on innovation a catalyst to look at opportunities around data centres with emphasis on decarbonising or greening those data centres.

It was noted that there is good interest from several parties in data sectors.

Blackpool Airport has two schemes in preparation for new aircraft hangers. First stage of relocating the existing facilities and attracting new business so releasing land for development.

There is preliminary work being carried out on the proposals and design for a new air traffic control tower to allow the relocation and development of the Enterprise Zone to its full potential.

Looking to work with Electricity North West to mitigate some of the costs for new supply, network reinforcement and diversions which are now significantly higher than original estimates.

It was commented that the Solar PV study is underway and it was noted that they may have a slightly higher capacity which would generate a bit more income, most of that supply being used by the airport and EZ Zone.

It was reported that whilst an extension of business rates relief had been sought. The Committee was informed that a response had now been received from the Government and that confirmed that they will not be extending or reopening this Business Rates Relief to any of the four Enterprise Zones. It was noted that the current relief expired on 31 March 2022. Rob will report back to a future committee meeting to show how successful it has been as a local incentive supporting growth companies.

**Resolved:** That;

- i. The report be noted
- ii. That Rob reports back to a future committee meeting to show how successful the Business Rates relief has been.

## **12. Hillhouse Technology Enterprise Zone: Progress Report**

Rob Green, Head of Enterprise Zones, Blackpool Council presented a private and confidential report which provided the committee with an update on the Hillhouse Technology Enterprise Zone.

The report included updates on activity since the last meeting, including achievements to date, KPI's and milestones, progress with the site's Delivery Plan, update on the planning application by NPL Estates for a residential development, update on the residential development by BXB purchasing the former Sainsbury retail site and planning application logged for the main site of residential development, progress made by Dickie & Moore with their residential development plans for the former Thornton AFC site, ongoing issues regarding road access across the Fleetwood-Poulton railway line, Marketing, NPL Estates have acquired the vacant property of the former Vinnollt site, new companies on site, job creation, Hillhouse Board and Project board meeting update, and fiscal

benefits.

It was noted that work was progressing well getting building fund project for the infrastructure upgrades to electric, water supply etc.

In terms of enquiries, there has been a very positive response from DIT for one submission they have put forward noting that they are still waiting to hear back from DIT to run through some further opportunities.

The hydrogen group will be reinstated on 29 March 2022 and it was noted that it has some strong attributes that might support hydrogen generation and storage in land.

Wyre Council has agreed a further extension of support for the Blackpool Local Enterprise team to continue being the accountable body for Hillhouse.

The committee requested a rolling balance be presented to future meetings to show jobs, looking back to the start of 2020 to give a two-year running view. It was mentioned that Anne-Marie could look to form a template for this.

The committee recognised that brigading all the assets and going on a marketing campaign had helped with securing NCF into the county and it was suggested that this approach be duplicated to help and bring in connections with DIT with Danish and Japanese embassies, create a proactive marketing pack and hunt down to cement into Hillhouse properties.

It was suggested that site ownership be raised with the leadership team.

The committee thanked Rob Green for the updates provided by the reports on Blackpool Airport and Hillhouse Technology Enterprise Zones.

**Resolved;** That:

- i) The report be noted.
- ii) That a rolling balance be presented to future meetings to show jobs.

### **13. Samlesbury Aerospace & Warton Aviation Enterprise Zone: Progress Report**

Chris Dyson, Strategic Development Programme Manager, Lancashire County Council presented a private and confidential report which provided the committee with an update on the Samlesbury Aerospace and Warton Aviation Enterprise Zones.

Regarding the Samlesbury site, the report included updates on the Memorandum of Understanding between the LEP and the County Council, Site Delivery Programme: Phase:2a - Delivery of Public Infrastructure and Development/Growth Deal Programme and Phase 2b Delivery Programme, a Planning update, commercial agents, Marketing and Communications and

Warton Aviation Enterprise Zone.

It was noted that the prominence and profile of the site is being raised considerably, which is excellent progress, and that the international significance is being recognised. The site also sits well and complements the other Lancashire Enterprise Zones.

The team are targeting a multi-sectoral opportunities for the site with a focus upon cyber, high tech, innovation, robotics amongst other suitable uses.

The county council team is continuing to drive delivery of the site whilst exploring environmental sustainability opportunities and the low carbon agenda alongside the wellbeing agenda, noting the importance of making a key sense of place for occupiers with staff wellbeing and healthy working environments being a key opportunity in a green environment. There are plans to plant over 3,000 trees on site with over 1500 already being completed and a low carbon/environmental study is being carried out to see what can be achieved. This delivery is linked to the government's "ten-point plan"

Regarding various phases on site, it was noted that the update on Phase 1 & 2b was provided at the special meeting in terms of cost and final phase works. It was noted that this information was also reported to the LEP Board.

The committee was informed that the Memorandum of Understanding is now in place between the county council and the LEP which facilitates the flow of business rates back to the county to support the recovery of funds invested in infrastructure/site preparation (details being within the terms of the Memorandum of Understanding. Over coming months further work will be undertaken to formalise legal agreements in this regard.

It was reported that a key phase of onsite activity is the phase 2b programme which is due to start in April/May of this year, subject to approvals and process.

In terms of recent activity, the Growth Deal programme of work continues to be delivered. The AMRC facility is complete and is stimulating investment and interest in the site.

The significant programme of works on the Research on development zone has also been completed in the majority.

It was highlighted that there are extensive surface water drainage systems in place and that this has a significant ecological benefit and creates a green corridor.

The committee was informed that the initial works in zone C around drainage works and planting of trees had been completed in majority.

The primary substation being developed by Electricity North West in collaboration with the county council is almost complete, It was commented that this is months ahead of the expected date of completion and that the county council continues



to work closely with Electricity North West across Lancashire to explore other strategic opportunities.

It was noted that the current Growth deal funding claim has now been submitted.

Foul water drainage systems are currently being designed on site, this being one of the final major infrastructure programmes.

It was reported that the final piece of work is around the 2b site wide programme and that the LCC team is currently planning a series of work packages with cognisance of potential occupier requirements. Chris Dyson will provide further updates as this moves forward.

The planning Local Development Order expires in 2024 and the team is working with input from the two councils and planning advisers to review this noting the need to clearly define what the future Local Development Order should encompass, ensuring appropriate sector focus, ancillary uses and creating a sense of space for occupiers.

Colliers is attending more meetings and working collectively with the broader EZ teams as appropriate in respect of potential occupier interest, marketing, and site-specific information. This work is ongoing and will be reported to the EZGC further as matters progress.

It was also commented on that the relationship with occupiers on site is good noting there is good strategic relationships and there is the ability for the county to work proactively on site delivering and responding quickly.

The committee was reassured that there is progress with the social and economic value in terms of the procurements that are currently taking place and that this is being maximised.

Reference was made to the National Cyber Force announcement to develop its HQ in the Samlesbury Area and that a Local Cyber Partnership Board has been established with a range of strategic work streams. and a local services board.

Regarding Warton, it was commented that the team are currently engaged in discussions with BAE in respect of opportunities with the LEP completing a sectoral analysis for the County Council and BAE to discuss further. Sarah Kemp to provide a further update at the next EZGC.

Sarah Kemp reported that they are looking to facilitate an industry engagement day next month to capture the ambition and requirements of some of the possible occupants in relation to talent, eco system, innovation infrastructure, soft and hard access to academics and what do they need. This will become a pipeline generator and form the scope of the tech innovation concept. This should provide enough information to produce a feasibility study with delivery options.

There will be a more open industry day in May/June with NCF.

Resolved: that the report be noted

**14. Samlesbury Aerospace Enterprise Zone - Innovation and Technology Ecosystem - Oral Update**

This item was not discussed.