

LEP - Enterprise Zone Governance Committee

Wednesday, 9th March, 2022, Virtual Meeting in Microsoft Teams, at 12.00 pm

Agenda

Part I (Items Publicly Available)

- 1. Welcome and Apologies for Absence**
- 2. Declaration of Interests**
- 3. Minutes of the Meeting held on 15 September 2021 (Pages 1 - 6)**
- 4. Minutes of the Special Meeting held on 3 November 2021 (Pages 7 - 12)**
- 5. Matters Arising**
- 6. Enterprise Zone Marketing Strategy (Pages 13 - 24)**
- 7. Reporting to Lancashire Enterprise Partnership Board**
- 8. Any Other Business**
- 9. Dates of Future Meetings**

The Enterprise Zone Governance Committee is asked to approve a proposed programme of meeting dates for 2022/23 as follows:

 - 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**

The Committee is asked to consider whether, under Section 100A(4) of the Local Government Act 1972, it considers that the public should be excluded from the meeting during consideration of the following items of business on the grounds that there would be a likely disclosure of exempt information as defined in the appropriate paragraph of Part I of Schedule 12A to the Local Government Act 1972 as indicated against the heading to the item.

Part II (Private and Confidential)

11. Blackpool Airport Enterprise Zone: Progress Report (Pages 25 - 38)

Exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A to the Local Government Act 1972. The report contains information relating to the financial or business affairs of any particular person (including the authority holding that information). It is considered that in all the circumstances of the case the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

12. Hillhouse Technology Enterprise Zone: Progress Report (Pages 39 - 46)

Exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A to the Local Government Act 1972. The report contains information relating to the financial or business affairs of any particular person (including the authority holding that information). It is considered that in all the circumstances of the case the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

13. Samlesbury Aerospace & Warton Aviation Enterprise Zone: Progress Report (Pages 47 - 54)

Exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A to the Local Government Act 1972. The report contains information relating to the financial or business affairs of any particular person (including the authority holding that information). It is considered that in all the circumstances of the case the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

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

Exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A to the Local Government Act 1972. The update contains information relating to the financial or business affairs of any particular person (including the authority holding that information). It is considered that in all the circumstances of the case the public interest in maintaining the exemption outweighs the public interest in disclosing the information.



LEP - Enterprise Zone Governance Committee

Minutes of the Meeting held on Wednesday 15th September 2021 at 12.00 pm as a Zoom Virtual Meeting

Present

David Holmes OBE

Mark Rawstron

Councillor Mark Smith

County Councillor Aidy Riggott

Observers

Paul Evans – Department of Business, Energy and Industrial Strategy

In Attendance

Anne-Marie Parkinson – Programme Manager, Lancashire Enterprise Partnership

Chris Dyson – Programme Manager, Strategic Development, Lancashire County Council

Hannah Race – Democratic Services Officer, Lancashire County Council

Joanne Ainsworth – Principal Accountant, Lancashire County Council

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

Phil Green – Director of Growth, Environment and Planning, Lancashire County Council

Rob Green – Head of Enterprise Zones, Blackpool Council

Sarah Kemp – Chief Executive, Lancashire Enterprise Partnership

Stephen Young – Executive Director of Growth, Environment, Transport and Community Services, Lancashire County Council

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

1. Welcome and Apologies for Absence

The Chair, David Holmes, welcomed all present to the virtual meeting and thanked everybody for their attendance.

Apologies for absence were received from David Taylor.

2. Committee Membership

The committee expressed its gratitude to County Councillor Michael Green for his work to support the committee previously.

Resolved: That the appointment of County Councillor Aidy Riggott to the committee, in place of County Councillor Michael Green, be noted.

3. Declaration of Interests

None.

4. Minutes of the Meeting held on 18 March 2021

Resolved: That the minutes of the meeting held on 18 March 2021 be approved as an accurate record of the meeting and be signed by the Chair.

5. Matters Arising

Rob Green, Head of Enterprise Zones, Blackpool Council provided a number of updates on the Blackpool Airport Enterprise Zone. These are minuted under Item 10, where the substantive item on the Blackpool Airport Enterprise Zone was discussed.

6. Reporting to Lancashire Enterprise Partnership Board

No items were identified.

7. Any Other Business

None.

8. Date of Next Meeting

The committee noted that the next meeting was scheduled to be held at 12 noon on Wednesday 8 December 2021.

9. 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 of Schedule 12A to the Local Government Act 1972, as set out in the reports.

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.

10. 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, the recent increase in gross number of jobs, the Towns Fund bid, new enquiries into the site's facilities, the construction of new sports fields to allow for highway development, and the recruitment process for the role of Managing Director of Blackpool Operations Limited.

In response to a question about analysis into Gross Value Added (GVA), the committee was informed that assessments of individual developments had not been undertaken, however moving into the next phase of the site's development would allow for this. Roughly 3 and a half years ago the site's GVA was assessed and found to be £2bn over the lifetime of the Enterprise Zone and a recent assessment of the highways project under the Towns Fund had also revealed the project GVA to be £25m. The Chair expressed an interest in assessing the GVA per head capita as an indicator of how Lancashire's Enterprise Zones were performing compared to those of other regions.

It was noted that Colliers had been appointed to act as agents for all four Enterprise Zones, and that early on they would be asked to review the sites' marketing strategy. The importance of Colliers to raising the intentional profile of the Enterprise Zones was recognised.

It was added that Blackpool Airport Enterprise Zone had won a series of awards including the Investment Monitor's Economic Zone Sustainable Recovery Strategies Award for 2021 (part of the Barcelona New Economy Week Award) and Editors Choice awards for Advocacy and for Digital Connectivity.

Resolved: That the report, as presented, be noted.

11. 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, progress with the site's Delivery Plan, the planning application by NPL Estates for a residential development, ongoing issues regarding road access across the Fleetwood-Poulton railway line, and personnel changes at NPL Estates resulting in the need to rebuild strong lines of communication.

The Chair requested that a funding plan be included in future updates on the Hillhouse Technology Enterprise Zone, so that the committee could review possible risks and delays to outcomes, and to identify future funding opportunities and partners.

In response to a question, it was clarified that NPL Estates ran a parallel strategy with separately appointed agents, rather than a joint strategy with Colliers and the other Enterprise Zones, as Colliers' focus would be on the international market. Nonetheless, the importance of collaboration and aligning strategies was recognised.

It was noted that, within the Wyre Local Plan, there had always been a proposal for residential development at the Hillhouse Technology site and that such development provided income to support the site's infrastructure.

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

Resolved: That the report, as presented, be noted.

12. Samlesbury Aerospace and 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 total public and private sector investment received to date, the strong relationship with BAE that continued to support and develop a range of activity on site, progress relating to delivery of the North West Advanced Manufacturing Research Centre (AMRC), and the county council's Collaboration Agreement with Electricity North West.

It was noted that updates on the Commercial Development Framework (CDF) for the Samlesbury Aerospace Enterprise Zone would not be included in future reports to the committee as the CDF was now completed and being used to inform other plans and strategies.

The committee was informed that Phase 1 of the site's development was completed and that Phase 2, including the AMRC plot development, was nearing completion. Work regarding Phase 3 – the site's future development – would need to be presented to the committee before an update to the LEP Board. It was highlighted that the committee's next meeting on 8 December 2021 would be too late if Phase 3 works were to begin in November 2021.

In order to maintain the momentum of the site's development and to ensure the continuity of funds to keep contractors on site, it was agreed that an earlier meeting of the committee would be arranged, ahead of the LEP Board meeting on 23 November 2021, so that plans for Phase 3 could be presented. A suitable date would be organised with officers, allowing time for a report(s) to be prepared.

Officers recognised the importance of keeping the Enterprise Zone Governance Committee updated and thanked the committee for its support.

Regarding the completion of the North West AMRC development, it was queried whether a suitable communications strategy had been devised to promote the new facility. During a period of discussion, the following points were highlighted:

- The appointment of Colliers would reap significant benefits;
- An effective communications plan was essential to all Enterprise Zones;
- It was important for the promotion campaign for the North West ARMC to focus on Lancashire;
- The LEP was fully engaged with the AMRC and could adopt a joint approach to marketing;
- The Conservative Party Conference in early October 2021 provided a key opportunity to promote the North West AMRC on a national scale; and
- It would be beneficial to produce a promotion/communications plan with a timetable to the end of the calendar year.

Regarding the Warton Aviation Enterprise Zone, the report included an update on the LEP's sector analysis which would inform future plans for the site.

It was recognised that the promotion of all four Enterprise Zones was crucial. The committee welcomed that 'technology', 'aerospace', and 'aviation' had been dropped from the new branding and it was hoped this would encourage more incumbents and investors.

Resolved: That

- i) The report, as presented, be noted; and
- ii) An extraordinary meeting of the Enterprise Zone Governance Committee be arranged for November 2021.



LEP - Enterprise Zone Governance Committee

Minutes of the Meeting held on Wednesday, 3rd November, 2021 at 12.00 pm via Zoom

Present

David Holmes OBE

Mark Rawstron

Councillor Mark Smith

County Councillor Aidy Riggott

In Attendance

Stephen Young, Executive Director of Growth Environment Transport and Community Services. Lancashire County Council

Laura Sales, Director of Corporate Services, Lancashire County Council

Phil Green, Director of Growth, Environment and Planning, 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 David Taylor.

2. Declaration of Interests

There were no declarations of interest.

3. Any Other Business

None.

4. Date of Next Meeting

The committee noted that the next meeting was scheduled to be held virtually at 12.00pm on Wednesday, 8 December 2021.

5. 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.

6. Samlesbury Aerospace 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 progress and the phases of Samlesbury Enterprise Zone.

It was noted that the focus was on the delivery and phasing of the EZ project, particularly to understand the next stages of work that were subject to a range of matters being concluded on the site over the next eighteen months.

The following points were highlighted:

- The Enterprise Zone is currently a very active construction site
- The county council is working very closely with partners.
- The site would have significant impact on the North-West and Lancashire Economy providing jobs, growth and investment alongside community and social value elements.
- The site is very well placed to attract businesses and companies focusing upon strong emerging factors.

It was emphasised that there was a strong focus on the potential for the EZ to be an exemplar for sustainability, the low carbon agenda and the Government's 10 points plan.

The committee were informed that work is progressing to move towards the next stage whilst maintaining that confidence in the market and in enquiries/occupiers' interest.

It was noted that there were two main stages of the development. The first being the spine road, the environment, including phased drainage programmes, the ASK facility, and the North West Advanced Manufacturing Research Centre (AMRC), and Defence Logistics Centre on site and the rest of the site then being split in to two phases (phase 2a and phase 2b) so it aligns with past reports.

Committee members were provided with a detailed description of Phase 2b and component elements. This included the extensive programme of works and information regarding the future plot preparation.

It was noted that consideration is being given to the ability to recycle/reuse and treat plots where possible to ensure that they can deliver and be sustainable.

A breakdown of any additional, available detail was requested for the next meeting.

The committee discussed the Memorandum of Understanding (MOU). It was noted that legal advice was currently being sought by the LEP from external legal advisors before it is presented to the LEP board on 23 November 2021 to request approval for the LEP Chief Executive to be authorised to sign the document.

Members were informed that there were currently lots of enquiries for the site. If the MOU was to be approved, the final phase of the Enterprise Zone would be delivered recognising the importance of the opportunity to complete the site for the broader Lancashire benefit.

It was reported that there were extensive governance structures in place, with progress closely scrutinised through the county council's Major Developments Board, reporting to the county council's Cabinet and being extensively monitored by finance colleagues. There is also a strong interest, involvement and support from the county council's portfolio holder for Economic Development and Growth.

In response to a question, it was clarified that a lot of work had been completed around the design and delivery methods for the site and that, whilst several options were available, it had been deliberately left open so as not to preclude any appropriate interests, recognising that occupiers like the flexibility. Further detail on precise requirements is awaited from a range of perspective and potentially main occupiers.

It was recommended that it would be good practice to start looking at having a site/facility management structure in place for long term management of the site and the project team referenced that this sat within one of many existing workstreams for the site and will also be linked to the role of the Commercial Agency appointed.

It was requested that a delivery model for the site be outlined and presented to the committee before the end of quarter 1 recognising that it would not be a one size fits all and will be driven by the county council's commercial strategy for the site. The committee noted that understanding the parameters and frameworks would also show transparency. This could also be used as good practice and replicated at the other EZ's.

The committee asked for a summary cost breakdown and an outline of indicative contingency levels and management reserve if applicable.

Sarah Kemp, (LEP Chief Executive) requested a summary of the financial

modelling in terms of business rate projections and pay back.

The committee felt it would also prove useful to report, if applicable, in the future how those proposed works are changing and flexing to meet emerging requirements for occupiers.

Following the discussion, committee members felt it was important that when Sarah briefed the LEP board and presented the MOU for consideration that it was made very clear that plot-specific requirements for any new potential occupiers that the county council are treating with are not yet reflected in the current presentation of works. The costs relate to the broader plot preparation, environmental and utility, infrastructure works across the entire site and do not include specific, occupier, requirements on plots.

This proposal covers general site enablement and each case on its own merits will have to be considered and reviewed in terms of the commercial proposition.

The committee was informed that there was a fully equipped financial model that facilitates the paying back of borrowing incurred by the county council through business rate growth on the EZ. This is comprehensively managed and monitored by the county council's finance team/managers. This will be summarised at the committee meetings as required as part of relevant project updates.

Further consideration would be given to see what the model would stand in terms of the ability to pay back via the rates provision recognising there is a one stop under the EZ agreement and the possibility of increasing the projected costs to include some management reserve with all the vulnerabilities that sit in the supply chain.

Officers were recommended to capture and record information in case anything caused a variance going forward.

Resolved: - That:

- (i) The phase 2b work programme be noted and an element of contingency to be included within the anticipated costs.
- (ii) The committee noted that the principles of the Memorandum of Understanding had been substantively agreed between Lancashire County Council and the Chief Executive of the Lancashire Enterprise Partnership in respect of the retention of business rates by the county council to repay the forward funding of the infrastructure required to deliver works at the site, pending independent legal advice.
- (iii) The committee noted that in respect of the above, the LEP Board had requested independent legal advice from external legal advisors.
- (iv) The Memorandum of Understanding with the amendments discussed by the committee be presented to the LEP Board on 23 November 2021 requesting approval the Chief Executive of the LEP be authorised to sign the document.

7. Samlesbury Aerospace Enterprise Zone Update

Sarah Kemp, Chief Executive, Lancashire Enterprise Partnership, presented a private and confidential report to the committee in order to provide some insight and discussion around some of the emerging opportunities which have arisen regarding the creation of an innovation and enterprise ecosystem which supports start-up and scale-up activity, collaboration and technology adoption and diffusion.

It was noted that there is currently a gravitational pull towards Samlesbury from sector groups because of its proximity to organisations and companies which have technology and technology integration capability, therefore attracting other organisations operating in different contextual settings.

The committee recognised that there were currently pulls to other places which have the right eco system in place, and it was noted that it was important that the Samlesbury eco system was correct and working going forward to maximise potential.

It was reported that there was the need to look for something that would create that thriving environment that would be ready for start-ups to use straight away by looking at the potential opportunities and optimising the significance at Samlesbury EZ. It was highlighted that it was not clear what the delivery solution might be at this stage until further work is done to develop and test the concept.

It was noted that the purpose of the report was to provide EZ Governance Committee members with the opportunity to look at the concept and for it to be brought to one place so that they could add value and be involved in these discussions without assuming any delivery solutions as these would be developed over time as the emerging requirements of some of the occupants came to light.

The committee was asked if it would support the process and encourage partners to come forward with ideas, thoughts and concepts and to see if they could describe what the innovation eco system needed to look like and then think about how that may be delivered.

Committee members requested that an outline containing more detail including an explanation of what might be achieved, whilst being careful not to duplicate existing activity, be brought back to the Committee including a clear rationale which sets out what the funding would go towards and what would be delivered. It was also requested that the committee have sight of the possible solutions so that committee members could better understand the nature of the discussion ensuring there is no duplication.

The issue of long-term funding was also raised with clarification sought as to possible sources of funding.

It was suggested that existing partners such as Colliers, Marketing Lancashire or

Barbour's could possibly be utilised to help.

It was noted that work was already ongoing to gain an understanding of what is common and beneficial to all four enterprise zones whilst recognising what was uniquely different therefore creating different opportunities so that it could be marketed highlighting this as it adds an attractiveness for what that site is recognised for whilst collaboratively fitting in with the four Enterprise Zones.

The Chief Executive was requested to report back to a future EZ Governance Committee meeting providing more detail on questions raised including a framework that can be used as a template that can be utilised at the other zones, priorities to be determined.

The committee suggested that there should be an effective plan in place to manage, maintain and keep topical the Enterprise Zone websites to maintain interest levels ensuring that there was correct and up to date information on them and that they were brought up to date with the developments that have taken place.

It was requested that a management and maintenance plan of the websites and the marketing collateral covering 2022 for the four locations be provided to the committee at the next, or subsequent, meeting, utilising Marketing Lancashire and other partners, if required.

Resolved: - That:

- (i) The Chief Executive reports back to the next Enterprise Zone Governance Committee meeting with further information around the points/questions raised by committee members including a framework that can be used as a template that can be utilised at the other zones, priorities to be determined.
- (ii) A management and maintenance plan for the websites and the marketing collateral covering 2022 be developed for the four locations for consideration at the next, or subsequent, committee meeting.



LEP – Committee

LEP – Enterprise Zone Governance Committee

Private and Confidential: NO

Date: 9 March 2022

Enterprise Zone Marketing Strategy

(Appendix 'A' refers) (as part of this document)

Report Author: Sarah Kemp, sarah.kemp@lancashire.gov.uk

Executive Summary

This report provides the LEP's Enterprise Zone Governance Committee with an update on the development plan to produce an Enterprise Zone Marketing Strategy.

Recommendation

The Enterprise Zone Governance Committee is asked to approve the Development Plan for a comprehensive marketing strategy and plan, with a clear focus on website development as a priority.

Background and Advice

1.0 Background and Advice

There are four Enterprise Zone sites in Lancashire, all at various stages of development and occupation, with varying propositions and opportunities identified. It has previously been determined by the Committee that an overarching Marketing Strategy is required which promotes a compelling and differentiated proposition for each of the Enterprise Zones, within a unifying approach to branding. Colliers are appointed, under a framework agreement to provide the Marketing Strategy and work with Partners to develop a Marketing Plan, although the specific scope of works is not yet under instruction.

Following a review last year of the effectiveness of the brand in generating a strong pipeline, the Governance Committee approved immediate design changes to the brand, in order to respond quickly, to changing market dynamics and interest. This included for example, the Samlesbury Aerospace Enterprise Zone name change to the Samlesbury Enterprise Zone to reflect the broadening "market place" of the project and a step away from the "LAMEC" branding.



In particular, a further concern was raised with regards to the effectiveness of the websites. It was requested that a management and maintenance plan of the websites and the marketing collateral for the four locations be provided to the committee at the next, or subsequent, meeting, utilising Marketing Lancashire and other partners, as required.

The key enabling element to this work is to complete and deliver a Marketing Strategy which drives high value strategic investment pipeline development and maximises the strategic opportunities presented by each location. Appropriate content and marketing collateral, including the updates to EZ websites are tools to deliver the Marketing Strategy and will be developed as part of the implementation of the strategy.

The Committee is requested to note that there is no requirement for additional resources at this juncture – the capacity and capability to produce the Marketing Strategy is provided by the partner organisations directly involved, working with Colliers and within existing approved budgets. However, if implementation of the Strategy itself may require further resources from the LEP and partners, this will be identified and reported in due course, (in addition to those resources provided via the Collier's contract).

2.0 Progress Report

2.1 Task and Finish Group

A Task and Finish Group has been formed comprised of membership from the LEP, Marketing Lancashire, Lancashire County Council, Blackpool Council and Colliers.

This group convenes, via workshop style formats and aims to achieve the following objective:

- To develop and implement a refreshed Enterprise Zone Marketing Strategy, effective in attracting new and strategic investment

In consideration of the need to refresh the Marketing Strategy, the following issues are identified:

- There is currently no overarching strategy but local approaches are in play, generally *development led* approaches, but less so, *sector - led* propositions
- There has been minimal strategic targeting (hunting) for new opportunities, mainly due to the various stages of development of the enterprise zone sites and lack of clear propositions
- Strongest enquiries are generated through a small number of other channels
- Premium locations could be more clearly differentiated for specific markets
- Supply side is understood much better than demand-side markets



- A number of economic events – Brexit/Covid are re-shaping investment decisions and the way they're made
- New technologies and sectors are emerging, creating new propositions and pointing towards new markets - this should be promoted in concert with site designation and planning status
- Current approach is not pioneering and innovative enough to attract niche/specialist markets
- Key infrastructure investment has now reached a pivotal stage in the development cycle; a commercial development framework is in place at Samlesbury and surety of programme to prospective occupiers
- Some element of prioritisation of efforts is likely required
- Marketing proposals should be built on the back of a clear and agreed Marketing Strategy

2.2 Brand

Consideration of the brand has already been made and concluded:

- The brand "LAMEC" – (Lancashire Advanced Manufacturing and Energy Cluster) established in 2016 following a widespread consultation process is arguably uninspiring and not generating strategic interest
- The term Advanced Manufacturing limits the true potential of all the locations – it acts as a filter of interest rather than as a gravitational pull
- The opportunity is greater than manufacturing, clean energy, polymers and chemicals
- One size doesn't fit all
- Radical redesign of brand unlikely to make a huge difference
- Design work could be retained whilst the Marketing Strategy seeks to differentiate markets and propositions more clearly

In response to these conclusions, changes to the design have already been agreed by the EZGC.

2.3 Elements of the Marketing Strategy

The key elements of the Marketing Strategy are likely to include:

- SWOT analysis of each location
- Common elements of the enterprise zone propositions
- Articulation of the demand/supply side equation
- Identification of current/future requirements
- Benefits defined and key markets by sector/location determined



- Sector and Place Propositions articulated
- Existing propositions reviewed and refreshed
- Emerging Sectors – route-maps to delivery defined including role of EZs
- Channels of promotion identified - Websites, conferences/events, publications, DiT etc
- Development of the marketing collateral
- Plan of Activity
 - Year 1 (2022/23) detailed
 - Year 2/3 (2023/25) high level
- Resources required for delivery
- Management of enquiries/relationships/customer specific propositions
- Review, monitoring and evaluation

2.4 Critical Issues

Alignment with broader strategic intentions

It will be critical to success, that in the development of the Marketing Strategy, the lead delivery authorities, and where appropriate the landholders and developers, are directly involved in its production and implementation and that the Strategy and all its elements, aligns wholly with the strategic intentions with those lead authorities and landowners.

Future development of Enterprise Zones

In addition, the lead authorities will themselves be supported to identify future "product development" to meet emerging opportunities and via the implementation of the Strategy – be informed of market threats and opportunities and therefore, better able to respond more competitively.

Pipeline development

The investment "demand" needs to be understood to build an effective marketing strategy and therefore we need to:

- understand emerging sectors and technologies and have a strategy which encompasses development of the "product" to respond to emerging and future opportunities
- understand how the benefits deliver value and to whom that value has significance
- understand the international deal flow for the target sectors
- produce a clear set of propositions which set out compelling solutions to potential investors
- understand what drives contrary decisions – we presently receive little feedback from intermediary partners
- agree the most effective distribution channels for each target market and how to promote within those channels

Content

The key elements of activity will not only review the effectiveness and efficiency of website architecture, but also requires significant new content to be written. This



content is presently available at various stages of development, but the intention is to begin to load the content as soon as the website architecture, site maps and site design are complete, rather than wait until all substantive elements are available.

Resources

Resources for successful *implementation*, rather than *development* of the Marketing Strategy, may be required and key stakeholders will be invited to offer resources wherever appropriate. To some extent, this will fall within the approved budget envelope of Task group organisations and this Strategy will also identify what in addition, may be required over and above the current resource capacity and capability for implementation. At this juncture there is no request for additional resources to continue to develop the Marketing Strategy.

Website architecture

A number of websites are currently in operation to support the marketing of the enterprise zones, four of which are wholly dedicated to the EZs, plus a number of other organisational websites, which contain relevant pages which act as key gateways of information:

Invest in Lancashire
Lancashire County Council
Colliers
Lancashire LEP

There are a number of other organisational websites which direct market interest towards the sites mentioned above. For each of these websites, the content will be updated and the architecture redesigned where necessary, to ensure that "*no door is a wrong door*" and any potential interest is satisfied in no more than two clicks.

The content will be broadly grouped under three categories and developed by lead organisations within the Task group:

Technical property-specific details – lead authorities, developers, Colliers
Sector-led propositions - LEP
Place and Quality of Life offer – Marketing Lancashire

Links to other sites have also been identified as being valuable sources of information – Skills and Employment Hub and BOOST, for example.

3.0 Development Plan

The Development Plan for the EZ Marketing Strategy is presented to the Enterprise Zone Governance Committee to provide scrutiny and constructive challenge and note progress made to-date.

This is a "live" and evolving document which will be updated as workstreams progress and subject to support of lead delivery partners, the LEP and key organisations.



Table below shows the Timeline for Marketing Strategy and Plan Completion.

	ELEMENT OF MARKETING STRATEGY	TASK	REF Docs (set out/ guide the development of the Marketing Strategy)	LEAD	DUE DATE	NEXT STEPS
1	Brand	Review effectiveness of brand <ul style="list-style-type: none"> ▪ Design revision and approval ✓ 	Brand Review Feb 21	Task Group	Mar 22	<ul style="list-style-type: none"> • Review again when Marketing Strategy complete
2	SWOT analysis of each location	Articulation of strengths, weaknesses, opportunities for each site	Brand Review Feb 21	Task Group	Mar 22	<ul style="list-style-type: none"> • Fresh Review of SWOTS
3	Common elements of the enterprise zone propositions	Articulation of elements common to all sites Core property offer defined by Colliers	Brand Review Feb 21	Task Group	Feb 21 Mar 22	<ul style="list-style-type: none"> • Feed into content messages • Fresh review
4 4a	Articulation of the demand/ supply side equation	Identification of Current requirements ✓ Future requirements Pipeline Review	Innovation Plan - LEP Sector Plans -LEP Internationalisation Strategy -LEP Infrastructure Plans - LA Defence/cybersecurity/space strategies – LEP/Uni Lancashire 2025 – LA Skills & Employment Framework	Task Group	Mar 22	<ul style="list-style-type: none"> • Horizon scanning • Emerging Requirements • Government strategic plans • Map emerging sectors and opportunities to identify highest priority sectors/propositions

4b		Benefits defined and key markets by sector/location determined	Internationalisation Strategy- LEP Sector Plans – LEP Lancashire 2025 - LA		July 22	• Identify the specific EZ opportunity
5 5a	Sector and Place Propositions articulated	Existing propositions Prioritisation: Energy and Low Carbon Advanced Manufacturing Chemicals and Polymers	Innovation Plan Sector Plans Internationalisation Strategy Infrastructure Plans Skills & Employment F/Work	Task Group	Nov 21 Mar 22 Jul 22 Apr 22	• Visit to Blackpool EZ ✓ • Visit to Hillhouses • Identify EZ link in strategies and plans • Refresh the investment proposition
5b		Emerging Propositions <ul style="list-style-type: none"> ▪ Digital ▪ Cybersecurity ▪ Advanced Mobility ▪ Health Innovation ▪ Space ▪ Agritech 	Emerging Sectors Sector Plans Natl Cyber Strategy Green Revolution Space Strategy NW Innovation Plan (refresh) LIS (Growth Plan)	LEP	Jan 22 – July 22	• Write the investment proposition for each • Establish High Value Propositions with DiT
6	Channels of promotion	Website <ul style="list-style-type: none"> ▪ objectives/structure/functionality/content ▪ Govt website redundancy 	Website architecture Site Maps	ML LEP Colliers	Feb 22	Review of current architecture ✓ Site map definition – content and flow Alignment with other websites



		Specification of requirements		Task Group	Feb 22	
		Review of exemplar EZ websites		ML Colliers	Feb 22	
		Events & Conferences		Colliers Task Group	Mar 22	Colliers refreshed proposal
		Publications		Task Group	Mar 22	Identify current commitments
		Development of Collateral Sectors – LEP Quality of Life – ML Property – Colliers/LA		Colliers/LCC/ Blackpool MBC ML LEP	Jan - July	Identify formats required
		Intermediaries – DiT, Location Consultants, Property agents		Task Group		Feedback from intermediaries on offer Agree engagement mechanism, relationship mgt
7	Plan of Activity	Year 1 (2022/23) detailed	Marketing Plan 2019-22	Task Group	Apr 22	Engage with current commitments



7a						Identify possible new Refresh Plan
7b		Year 2/3 (2023/25) high level		Task Group	Apr 22	
8	Management of enquiries/ relationships/ customer specific propositions	Current pipeline of activity <ul style="list-style-type: none"> ▪ Ongoing known commitments ▪ Near-term potential (EZ shortlisted) ▪ Strategic engagement 	Regular reporting to EZGC	Developers Agents LEP Partners & stakeholders		Feedback from DiT
9	Resources required for delivery	Development of Marketing Strategy Colliers – Scope of works Partner – scope of works Website development	EZ Marketing Strategy	Task Group Chris D / Nicole Billington LEP ML	Mar 22 Apr 22	<ul style="list-style-type: none"> • Scope of work for Colliers to be agreed • Instruction to Colliers
		Delivery of Marketing Strategy Additional resources for delivery e.g., events, publications		Task Group	July – Mar 24	



List of Background Papers

Paper	Date	Contact/Tel
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None

Reason for inclusion in Part II, if appropriate

Exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A to the Local Government Act 1972. The report contains information relating to the financial or business affairs of any particular person (including the authority holding that information). It is considered that in all the circumstances of the case the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

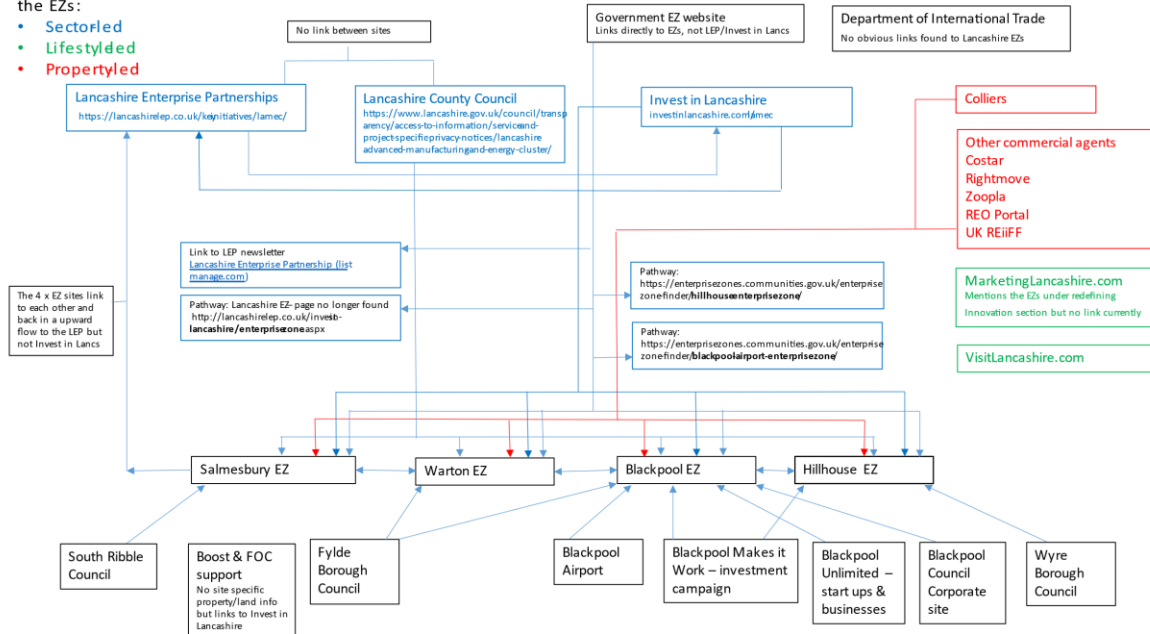


Appendix 'A'

Diagram: Visual Flow of Links to existing websites

Existing websites and the entrance/exit **downward flow** to the EZs:

- Sectorled
- Lifestyled
- Propertyled



Agenda Item 11

(NOT FOR PUBLICATION: By virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972. It is considered that all the circumstances of the case the public interest in maintaining the exemption outweighs the public interest in disclosing the information)

Document is Restricted

Appendix A

(NOT FOR PUBLICATION: By virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972. It is considered that all the circumstances of the case the public interest in maintaining the exemption outweighs the public interest in disclosing the information)

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Agenda Item 12

(NOT FOR PUBLICATION: By virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972. It is considered that all the circumstances of the case the public interest in maintaining the exemption outweighs the public interest in disclosing the information)

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Agenda Item 13

(NOT FOR PUBLICATION: By virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972. It is considered that all the circumstances of the case the public interest in maintaining the exemption outweighs the public interest in disclosing the information)

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Appendix A

(NOT FOR PUBLICATION: By virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972. It is considered that all the circumstances of the case the public interest in maintaining the exemption outweighs the public interest in disclosing the information)

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