Lancashire
Enterprise Partnership

LEP - Enterprise Zone Governance Committee

Thursday 17 November 2022 via Teams, at 12.00pm

Agenda

Part I (Items Publicly Available)

1. **Welcome and Apologies for Absence**
2. **Declaration of Interests**
3. **Minutes of the meeting held on 31 August 2022** (Pages 1 - 6)
4. **Matters Arising**
5. **Draft Enterprise Zone Marketing Strategy** (Pages 7 - 24)
6. **Lancashire Enterprise Zones - Key Performance Indicators** (Pages 25 - 40)
7. **Meeting Schedule 2023-24** (Pages 41 - 42)
8. **Reporting to Lancashire Enterprise Partnership Board**
9. **Any Other Business**
10. **Date of Next Meeting**

    The next meeting of the Enterprise Zone Governance Committee was scheduled for 12.30 on 21 February 2023 on Microsoft Teams.

11. **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)

12. **Blackpool Airport Enterprise Zone: Progress Report** (Pages 43 - 56)
13. **Hillhouse Enterprise Zone: Progress Report** (Pages 57 - 68)
14. **Samlesbury Aerospace and Warton Aviation Enterprise Zones: Progress Report** (Pages 69 - 76)
15. **Enterprise Innovation Centre at Samlesbury Enterprise Zone - Concept Document** (Pages 77 - 96)

Agenda Item 3

Lancashire
Enterprise Partnership

LEP - Enterprise Zone Governance Committee

Minutes of the Meeting held on Wednesday 31st August 2022 at 12.00 noon - Virtual Teams Meeting

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
Chris Dyson, Strategic Development Manager, Lancashire County Council
Rob Green, Head of Enterprise Zones, Blackpool Council
Martin Hill, Employment & Skills Coordinator, Lancashire Skills & Employment Hub
Andy Milroy, Democratic Services Manager (Companies), Lancashire County Council
Anne-Marie Parkinson, Head of Service – LEP Co-ordination, LEP
Holly Tween, Democratic Services Officer, Lancashire County Council
Andy Walker, Acting Director - Growth, Environment and Planning, Lancashire County Council and LEP CEO
Rick Prosser, Head of Manufacturing Strategy, BAE Systems
Hannah Swindell, Head of Strategic Development - Technology Strategy and Enterprise, BAE Systems

1. Welcome and Apologies for Absence

The Chairman welcomed everyone to the meeting.

Apologies had been received from Laura Sales and Paul Evans.

2. Declaration of Interests

The Chairman, David Holmes OBE, declared a non-pecuniary interest in item 11 due to the discussion of the Warton EZ site which fell under his area of responsibility at BAE Systems.

Resolved: no further action was necessary

3. Minutes of the meeting held on 12 May 2022

It was noted that Anne-Marie Parkinson had attended the previous meeting. The attendance list would be updated.

Resolved: that with the above emendation, the minutes of the meeting held on 12 May 2022 were agreed as an accurate record.

4. Matters Arising

Martin Hill, Employment and Skills Co-ordinator, LEP, gave a presentation outlining social value, noting that the framework based around the four main thematic areas had been mapped to the national themes, outcomes and measures.

He also highlighted some potential further indicators which had not been utilised up to now, especially around some of the innovations and specialisms at each Enterprise Zone, which could be added to give a better overall representation. It was suggested that these could be shown separately to the core competencies.

He outlined some projects from which detailed case studies had been developed, such as Uclan's Engineering Innovation Centre and the Penwortham Bypass.

It was commented that clearly highlighting the economic value alongside the social value would make the importance and benefits more immediately obvious.

It was agreed that Martin and Anne-Marie should consider how to present the measures in the 12 core areas identified, in the context of the review of all the KPIs and the review document of the Enterprise Zones, and report back to the Committee in November for review. If the leads of the four zones were in agreement at this meeting, it could be recommended to capture social and economic value using these measurements for the next year, to be reviewed at the November 2023 Committee meeting.

Resolved: the Enterprise Zone Governance Committee agreed that:

i. The update be noted
ii. The slide pack be circulated to the Committee
iii. A report presenting the social value measures be taken to the Committee meeting on 17 November for review

5. Reporting to Lancashire Enterprise Partnership Board

No items were identified.

6. Any Other Business

None.

7. Date of Next Meeting

The next meeting of the Enterprise Zone Governance Committee was scheduled for 12.00 noon on 17 November 2022 as a virtual meeting.

8. 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.

9. 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, KPIs and milestones, risks and actions, an update on the masterplan and delivery plan, project management, fiscal incentives, current activity, the Town Deal, Squires Gate Industrial Estate, planning applications, communications infrastructure, marketing, Blackpool Airport and the risk register.

It was highlighted that since the report had been circulated there had been a delay on the outline planning application for the new Highways, which would now be presented to the Blackpool planning committee in October, rather than September.

It was noted that the Marketing Manager from the project team had moved roles, and recruitment was underway.

There was a discussion around the marketing strategy across the EZ sites, and the need to quickly ensure the website was up to date, the branding was updated, and that there was a clear strategy in place. It was further suggested that the website structure be simple, and easy to use and update.

It was agreed that Rob Green and Chris Dyson would work together with Colliers and Marketing Lancashire to ensure the website and signage were updated directly. Anne-Marie Parkinson agreed to take the lead, working with partners, on producing a broader multiple-year marketing strategy, with a view to the final marketing strategy being signed off by the committee before the end of the year. An update on progress to date, and steps to compete the strategy by the end of the year, is to be circulated to the Committee well in advance of the next meeting, to allow a period of feedback and response, which will inform a full report to the next meeting.

Resolved: the Enterprise Zone Management Board agreed that:

i. The report and verbal update was noted
ii. Rob Green and Chris Dyson work with Colliers and Marketing Lancashire to update the website and signage directly
iii. Anne-Marie Parkinson to produce an update on marketing progress to date and steps to complete the strategy, and circulate to the Committee for comment before the next meeting
iv. An item be placed on the next meeting agenda to review the marketing strategy

10. Hillhouse 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, KPIs and milestones, risks and actions, an update on the delivery plan, the Getting Building Fund, residential development, the Fleetwood/Poulton Rail Line, marketing, the Hydrogen Steering Group, the Vinnolit site, new onsite companies and job creation.

It was highlighted that there may be a slight delay in completing the new Gate House under the Getting Building Fund, and the expected November date may slip.

Feedback from the Department for Transport was still awaited for the Fleetwood-Poulton railway line; progress was being chased. It was noted that Wyre Borough Council (the accountable body) had created a fund of around £150,000 to support overarching surveys of the site which would help produce a transport strategy, a flood risk strategy and an ecological strategy. This work had begun with a topographical survey of the site.

Resolved: that the report and verbal update was noted.

11. Samlesbury and Warton Enterprise Zones: 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 an update on the site delivery programme for phases 2a and 2b, an update on planning, commercial marketing agents, ancillary accommodation, communications, skills and the low carbon feasibility study.

The foul water drainage was highlighted, with the advanced designed already commenced and construction works programmed to begin later in the year.

Attention was drawn to the Local Development Order on the site, which runs until 2024. It was noted that the team were preparing a replacement Local Development Order which would be in place when the 2024 Order expired. The proposed replacement would consider progress on the site to date and would look to support current, key and emerging sectors alongside anticipated uses going forward together including amenity, environmental and low-carbon reduction opportunities.

The AMRC site was discussed, and the Committee expressed a desire to understand any aspirations for the AMRC to extend further into the Enterprise Zone Site. Steve Burns reported that meetings were in progress with the AMRC to understand any future opportunities. It was noted that there were offers of support from Committee members.

Anne-Marie Parkinson gave an update on the current procurement process to commission a concept document for the development of an Enterprise Innovation Centre at Samlesbury EZ. A contract with a consultancy company would be secured shortly to progress the concept document, with an update provided at the next meeting. It was agreed that the list of parties proposed for engagement in the consultancy be shared for the Committee's input.

Regarding the Warton site, the circulated written report was presented. Rick Prosser and Hannah Swindell from BAE Systems gave a presentation on potential opportunities at the Warton site. It was requested that Andy Walker lead the team on developing a range of intervention and opportunities, which could potentially lead to a business plan being considered.

Resolved: the Enterprise Zone Governance Committee agreed that:

i. The report and verbal update and the progress made on the delivery of the Samlesbury Enterprise Zone be noted
ii. The list of parties suggested for consultation on the Enterprise Innovation Centre be circulated to the Committee for comment
iii. A list of intervention opportunities be developed for the Warton site

LEP – Sub Committee

LEP - Enterprise Zone Governance Committee

Private and Confidential: No

Date: Thursday, 17 November 2022

Draft Enterprise Zone Marketing Strategy
Appendix A refers

Report Author: Martine Winder, Tel: 01772 538791, martine.winder@lancashire.gov.uk

Executive Summary

The purpose of the report is to provide the Committee with a 12-month Marketing Strategy for Lancashire's Enterprise Zones. The report also seeks to provide further context and wider considerations when implementing the strategy, particularly in relation to key messaging and positioning.

Recommendation

The Enterprise Zone Governance Committee is asked to:

i. Consider and approve the approach to messaging and positioning as outlined in the report
ii. Approve the 12-month Marketing Strategy as detailed in Appendix A to this report

Background and Advice

The purpose of this report is for the Committee to consider the draft 12-month marketing strategy as detailed in Appendix A of this report, along with the considerations identified below.

Over the last 12-18 months, there have been a series of discussion papers and presentations generated by partners in connection with the proactive marketing of Lancashire's Enterprise Zones and associated actions and activities.

These include the need for a refreshed messaging and positioning proposition for the EZ portfolio; the identification of more defined and demand-led target sectors and target investor markets; the need to review both the individual and overarching EZ brands; analysis of which marketing and communication channels to utilise to articulate the respective and collective EZ offer; the need to align with other local and regional investment strategies; and other considerations (including the county's appetite to pursue several new Investment Zone opportunities).

And while there has been an aspiration to develop these workstreams into a firm three-year marketing plan for the EZ estate (which would be initiated by the individual EZ 'owners', regional partners (e.g. the LEP), and commercial agents (such as Colliers), this has not been yet been realised.

However, following the steer and priorities as set out by Sarah Kemp in her paper to the EZ board in March 2022 – and the latest updates from the Task & Finish Group - the LEP has reviewed the foundation work undertaken thus far, and looked to create an initial 12-month action plan for the EZ marketing piece.

In addition to collating and integrating some of the previous work undertaken, this paper also considers elements and proposed tactics in response to several new investment strategies which have been finalised and/or published more recently – most notably the Internationalisation Strategy, Innovation Strategy, and Digital Strategy. Some of the LEP's Sector Group strategies have also helped inform this report.

This is in line with the Task & Finish Group's 'Articulation of the demand/ supply side equation' activity.

And while there are parts of this 12-month strategy which still requires discussion, actions and costing, the objective of this document is to establish a practical roadmap to help us shape, promote and maximise the investment opportunities the EZs offer in a more strategic and demand-led way.

Articulation of the Demand/Supply Side Equation Activity

When the EZ Task & Finish activities were outlined in March, it was highlighted that the much of the 'demand-led' articulation would need to be informed by several forthcoming LEP and partner strategies including the *Internationalisation Strategy*, *Innovation Strategy* and *Digital Strategy.*

This is based on (both on a site-by-site basis, and collectively) that any future EZ marketing needs to be far more market-led and targeted to more specific customer needs as well as Lancashire's core economic strengths.

In addition, calibrating the EZ offer to align more closely to wider Lancashire offer, the county's specialisations and genuine USPs, will also greatly enhance the EZ proposition, demonstrating that they are part of a larger, integrated commercial ecosystem and collaborative business community.

Some of these strategies have now been completed and/or published, and from them we can derive a number of valuable insights and strategic reference points as they pertain to the EZ piece.

For example, the *Internationalisation Strategy* has used an aggregated analysis approach to identify seven target sectors where Lancashire has strong competitive advantages and growth potential.

Of these, five have direct connections to our EZ offer:

- Digital & Cybersecurity
- Aerospace
- Advanced Manufacturing
- Energy & Low Carbon
- Advanced Manufacturing

In addition, the *Internationalisation Strategy* also highlights how our EZ offer can dovetail with other strengths and opportunities in niche markets and subsectors. For example:

Aerospace & Aviation: The growing convergence between aerospace, aviation, telecoms and electech could create major FDI opportunities across the space and satellite sectors. Further, with two operational airstrips at Warton and Blackpool, and R&D assets such as UCLan's Civic Drone Centre, Lancashire has strong aviation and UAV assets to drive FDI interest in future flight opportunities.

Whilst the refreshed Lancashire *Innovation Strategy* (currently being finalised), doesn't directly reference an individual EZ and/or the Lancashire EZ cluster, it does talk about the potential of 'convergence zones' for example:

Technology is changing how traditional industries operate. Essential technologies including IoT, AR/VR, Blockchain, Drones/Robots, 3D printing and AI are being deployed across multiple sectors, leading to rapid change in how traditional sectors are operating at 'convergence zones'. This Plan includes actions designed to enable Lancashire's innovation ecosystem to flourish in areas of industry/technology convergence where it already has strong capabilities.

A similar convergence/clustering model was also highlighted in the new Lancashire *Digital Strategy* with regards to future Lancashire economic growth, however the strategy does make particular reference to the Samlesbury EZ and the development of an Innovation Hub.

Whilst all of the EZs clearly have strengths which play into these bigger picture and demand-led opportunities, it is the agglomeration benefits of clusters which are likely to be their 'USP' in terms of driving economic growth.

It is therefore recommended that any discrete (or collective) EZ marketing is always undertaken with reference to how they add-value to wider, overarching Lancashire investment propositions and both domestic and international growth markets.

The Impact of Investment Zones on Future EZ Positioning

In the same way that several new economic growth strategies for the county see some of the EZs as playing a complementary – rather than anchoring – role in the longer-term future of the local economy in terms of sector-specific, cross-cutting and converging opportunities, so the proposed Investment Zones could see them acting a part of a wider geographical piece, rather than being an autonomous investment destination.

Naturally there is no guarantee that the IZ proposals submitted by LCC, Blackburn with Darwen and Blackpool Council will be realised (or even that the IZ concept will be progressed by government as initially intended), but either way it does demonstrate that any EZ future marketing and communications based on location should be considered in the context of any wider placemaking and destination marketing being developed in relation to inward investment.

Brand, Sector and Place Propositions Articulated

Lancashire's Overarching EZ Proposition & Brand

It has been strongly recommended the 'LAMEC' proposition is retired, but that the original branding (which was developed alongside the LAMEC descriptor) is retained. This includes the individual EZ 'badges' and the collective EZ logo.

Overarching EZ Brand Proposition(s)

Different Lancashire EZs are at different stages of maturity, and there are disparities (e.g. quality of infrastructure and ease of site access) which could make a collective benefits 'sell' challenging.

However, marketing messaging based on top-line commonalities/benefits/USPs/ future potential should clearly be developed and deployed to help engage with potential investors.

Some examples of such an approach based on commonalities and shared strengths include:

- ***Lancashire Enterprise Zones – the space you need now, and the capacity to grow in the future*** (qualify by highlighting footprint of collective and individual sites, volume of development-ready plots, high speed/high-capacity digital connectivity etc.)
- ***Lancashire Enterprise Zones – easily accessible locations in the heart of England's northwest*** (qualify by highlighting close proximity to major Lancashire conurbations, plus wider geographical benefits re proximity to Liverpool, Manchester, Leeds and beyond)
- ***Lancashire Enterprise Zones – four hubs offering unrivalled innovation, collaboration and commercialisation opportunities*** (qualify by highlighting relevant anchor businesses/assets/clusters in each EZ e.g. operational

airports at Warton & Blackpool, BAE/AMRC/NCF at Samlesbury, Victrex Technology Centre at Hillhouse. Also reference assets and clusters near to the EZs including university R&D strengths)

- ***Lancashire Enterprise Zones – get access to experienced and highly-skilled workforce plus young dynamic talent*** (qualify by highlighting key Lancashire workforce stats within EZ drivetimes, plus reiterate presence of universities through compelling graduate/post-graduate facts and figures)

- ***Lancashire Enterprise Zones – immediately available high quality development land with government-back financial incentives, a thriving support ecosystem, and other outstanding business benefits*** (qualify by highlighting both official EZ incentives blended with other national, regional and local benefits, e.g. Boost, R&D assets like AMRC NW etc.)

- ***Lancashire Enterprise Zones – creating a dynamic R&D and multidisciplinary testbed environment at scale to drive cross-sector innovation*** (use EZ assets, proximity of universities and other R&D expertise to support innovation testbed positioning as outlined in *Internationalisation Strategy* and the 'technology convergence' offer as outlined in the refreshed *Innovation Strategy* etc.)

Sector-led EZ Propositions

Whilst there are some overlaps between the EZs sector strengths, even a broad brushstroke proposition such as 'Advanced Manufacturing' cannot easily be applied to all the EZs (which was also been highlighted in Sarah Kemp's March committee paper).

As a result, we need to look for overarching messaging and positioning which can work across several (or all) EZ settings which will resonate with potential target investors from a sector perspective such as the agglomeration benefits of clusters.

These themes should/could also align to themes and opportunities outlined in new/recently developed strategies as detailed above. They should also respond to emerging sector-led opportunities such as space and satellites, green energy and Electech.

Here are some examples of more sector-led propositions which align to Lancashire's 'bigger picture' economic themes and emerging sector opportunities:

- ***Lancashire Enterprise Zones – thriving centres of green energy generation, low carbon solutions, decarbonised technology and net zero innovation*** (qualify by highlighting Low Carbon Demonstrator at Samlesbury, green energy provision/sustainable waste handling at Hillhouse, Blackpool Airport proximity to Clean Energy Technology Park at Springfields + Energy HQ expertise)
- ***Lancashire Enterprise Zones – the home of space, satellite and future flight investment opportunities*** (qualify by highlighting airports/aviation

opportunities at Blackpool and Warton, the space applications related to Hillhouse's polymer and chemicals expertise, Samlesbury's strengths in aerospace and UAV technologies, the presence of a growing electech cluster on the Fylde Coast etc)

- ***Lancashire Enterprise Zones – world-class expertise in critical infrastructure protection and cybersecurity*** (qualify by highlighting critical infrastructure strengths thorough 2x EZ airstrips, energy/chemical facilities and expertise at Hillhouse and Blackpool Airport + BAE presence and imminent NCF HQ at Samlesbury. Also, more general messaging about physical and digital security linked to aerospace and digitalised advanced manufacturing)

EZ Marketing Collateral & Channels of Promotion

The Task & Finish activity plan outlined several marketing and communications channels which should be refreshed, researched and/or developed further.
These included:

- Website – including web architecture and functionality
- Events & Conferences – including tradeshows and exhibitions
- Publications – target trade press etc.
- Marketing Collateral – including Sectors, Quality of Life (QoL), and Property propositions

EZ Website
There has been a significant piece of work done on the functionality and content for a refreshed EZ website. However, before any such investment is made it is recommended that the messaging and positioning we want to articulate is appropriate and aligned to the 'bigger picture' themes as outlined earlier.
In terms of refreshed website copy and content, the foundation marketing collateral (as detailed below) could act as the basis for a new, more demand-led online presence.

Events & Conferences
Colliers have supplied the following list as part of their marketing proposal:

- UKREii
- UK Northern Powerhouse International Conference & Exhibition
- MIPIM Lunch (Place North West)
- MIPIM Cannes
- MIPIM UK: London
- MACH 2023
- Airline Purchasing & Maintenance Expo
- Insider "Made In Lancashire"
- "The Place for Growth"
- Advanced Manufacturing Show
- The Paris Airshow
- Advanced Engineering Show
- Smart Factory Expo

While this type of list is helpful, to fully assess the potential ROI of face to face and 'meet the investor' opportunities such as tradeshows and exhibitions, it is recommended that a more thorough audit of events (both domestic and international) is undertaken which are closely aligned to the strengths and key messages of both the EZs and Lancashire itself.

To help with this we would look to engage with partners such as the DIT, our universities, large employers – as well as the Task & Finish colleagues from Marketing Lancashire and Colliers – to help us identify where our message might reach the most appropriate and receptive audiences.

Publications

Colliers have also recommended a number of regional and national trade titles for potential advertising/ PR targeting (adding that additional research into media covering more niche and specialist subsectors could be undertaken). These include Insider Magazine, Place North West, The Engineer and Energy Global.

Media Advertising Considerations

If media advertising was a realistic option going forward, it is recommended that we call in the latest media packs (including reader profiles, advertising rates, and forward feature calendars) from the sector trade press and commercial property titles most relevant to our target markets (which would include the above titles, and several more).

Alternatively, if there was a set budget ringfenced for advertising we could engage with a media buying agency and task them with negotiating a media schedule across a range of sectors and markets.

Either way, we would strongly recommend <u>not</u> approaching media advertising/sponsorship as an 'ad-hoc' exercise; it needs to be targeted and aligned to core objectives and agreed target audiences and planned and budgeted for accordingly.

Public Relations Considerations

PR and media relations is another obvious route to consider to communicate our EZ offer, but for this to be effective we would need to identify and package up compelling tenant case studies and/or genuinely newsworthy angles (e.g. through trends data, on-site R&D breakthroughs, 'deal' announcements etc.). Budgets for journalist visits could also be ringfenced (or EZs could potentially contribute to a broader programme of Lancashire familiarisation visits). Target media research for the advertising audit as above could also help identify press opportunities including forward features and special reports.

Social Media Considerations
For 'owned' channels – such as the Lancashire EZ website, partner websites which also act as a 'front door', LinkedIn, Twitter, e-bulletins etc. – we can look to create content and digital assets which help to highlight the EZ offer. But these will need to be of a high quality, and regularly refreshed, to be effective. Again, any such content needs to be aligned to an agreed positioning/messaging strategy. In addition, social media should be considered as an ongoing process, not an event – and therefore needs to be properly managed and resourced to ensure messaging and content is both used consistently and strategically.

Marketing Collateral
New marketing collateral to cover sectors, quality of life, and commercial property investment opportunities has yet to be finalised - but it in light of the economic direction of travel for the county (as outlined above), there is an argument that a suite of overarching EZ marketing pieces – which are aligned to the wider 'bigger picture' inward investment narrative - be undertaken before anything else more EZ-specific is produced.

This piece, which could potentially be delivered in-house (if resourcing permits), or via an external consultant, would be informed by an audit of all existing EZ marketing work thus far, all available current research/insights regarding customer demand and new potential growth opportunities (e.g. from Colliers), and a review of other key Lancashire inward investment strategies, skills data and sector-led trends (both current and emerging)

This audit process would then be used to shape a suite of foundation collateral which could consist of elements such as:

- A new, high quality and compelling Lancashire EZ investment prospectus (with EZ cluster and site-specific content in addition to wider Lancashire messages)
- A Lancashire EZ investment sales deck (upbeat and punchy synopsis of offer captured in 8-12 slides, with option to incorporate more sector specific and/or site-specific add-on slides as required based on a flexible template)
- A Lancashire EZ investment 'elevator pitch' – 2-page fast facts/ succinct narrative piece which summarises the cluster and site-specific opportunity

This type of foundation content/messaging could also be edited/repurposed for the core EZ website (see below) and could also be used as the basis for new digital and visual assets (such as any new promotional films, paid-for LinkedIn content, trade press advertising etc).

This core collateral would/could also be shared with partners (e.g. the LEP, Marketing Lancashire etc) to be incorporated into their own channels and platforms, and further shared with third parties and intermediaries (e.g. commercial agents, DIT).

High quality, editorial style photography could also be sourced (or commissioned) to accompany this refreshed EZ messaging and written collateral – and both the content and imagery could help inform any additional Quality of Life and/or property collateral which is later developed.

NB we are aware that Colliers have been contacted about the possible provision of new EZ marketing brochures, but as Blackpool Airport have highlighted in their own marketing plan there are key differences between an explicitly commercial property proposition and an inward investment proposition which is more holistic. We therefore anticipate that anything Colliers do produce will not be easy to repurpose to support a more integrated, sector-focused campaign, or the Quality of Life element.

Additional Marketing Collateral & Promotional Channels

There are many other elements to consider when devising a regional inward investment marketing strategy including audience research, branding, signage, case studies, partnerships, SEO and CRM.

Blackpool Airport EZ has recently done an audit of many of these options (in addition the collateral and channels already highlighted above) for its own EZ marketing strategy. And while Blackpool's refreshed marketing plan could act as very useful template for both the other EZ sites, and the overall EZ Cluster marketing piece, it is important to note Blackpool's own caveated conclusion:

> *All activities discussed in the above marketing strategy will be subject to further scrutiny depending on the relevance of each activity, perceived added value and the cost of each activity considered against budgetary restraints.*

Marketing Lancashire have also recently collated lists other potential promotional material and marketing requirements, including collateral such as roller banners and pop-up exhibition stands.

However, to reiterate, the commissioning any such collateral should only be explored once it has been agreed that a) trade shows and exhibitions are a cost-effective route to market and b) what the actual marketing messages would be if attending any such events.

The EZ Marketing Strategy

The development and publication of major new economic strategies for Lancashire which cut right across many aspects of the EZ agenda in terms of both sectors and the Lancashire 'brand', and the potential impact of the Lancashire Investment Zone piece, does raise questions about how effective a standalone EZ marketing campaign might be going forward.

There is a risk that presenting the EZs as separate investment opportunities be seen to be competing with other elements of Lancashire's broader inward investment offer (including the IZ piece), and/or there could be the danger of confusing the market with mixed messages about the county's key investment locations.

To mitigate that, it is recommended that the suite of foundation marketing collateral, which takes into account the bigger picture Lancashire investment offer as detailed above is the first element to consider.

Once that narrative and messaging is agreed (along with the rationale) we can then look to use it to inform other marketing channels, including the EZ website, and also focus on identifying more specific opportunities, such as events, advertising and PR, which are directly related to the agreed EZ Cluster proposition. An indicative 12-month Marketing Strategy is detailed in Appendix A for consideration.

Financial Implications

There will be resource implications to the implementation of the marketing strategy, which will need to be fully costed and the funding options discussed with partners. If the approach and tactics are approved, a fully costed plan will be produced and presented to a future Committee meeting.

List of Background Papers

Paper	Date	Contact/Tel
none		

Reason for inclusion in Part II, if appropriate

n/a

APPENDIX A

DRAFT LANCASHIRE EZ MARKETING STRATEGY

Lancashire EZ Cluster Marketing Objectives

- To develop and implement a refreshed marketing plan for Lancashire's EZ Cluster to drive awareness of their benefits to target audiences, generate new potential leads, and (ultimately) attract new investment
- Ensure any new EZ marketing collateral and communications activity is aligned/complementary to the wider Lancashire inward investment proposition
- Ensure any new EZ marketing plan and activity is flexible and agile, and can be refined in order to respond to shifting market conditions and changing commercial demand as required
- Ensure any new EZ marketing activity can be monitored and measured against agreed KPIs

Initial EZ Cluster Strategic Action Plan – Target Audiences

There are a wide range of target audiences we need to engage with to fulfil the EZ's marketing objectives, but in effect they break down into three core groups; internal/partner, intermediary/third party, direct investor.

Top-line Audience Mapping:

Internal/Partner	Intermediary/Third Party	Investor Direct
• Local Authorities (including relevant programme leads e.g. Innovate Lancashire) • Marketing Lancashire • LEP + LEP networks (e.g. NZ NW, NP11, LEP network) • Skills & Employment Hub • Growth Hub/Boost • Chambers of Commerce • Existing EZ businesses • Government departments (BEIS, DIT, DLUGC) • Government Catapults • Relevant Strategic/Innovation bodies (e.g. Innovate	• Commercial Property Agents • Investment Funds • Professional & Advisory Services (e.g. corporate legal, & accounting firms, relocation specialists) • Regional and local trade organisations (e.g. NWAA, NAA, Electech Innovation Cluster, Lancashire Cyber Alliance) • Local business networks (e.g. Downtown In Lancashire, Lancashire Digital Talks) • Regional and national media (e.g.	• National Corporates within target markets • International Corporates within target markets (FDI) • Entrepreneurs and Scale Ups within target markets • Supply chain of existing key EZ businesses and core EZ sector strengths (e.g. BAE, Victex) • Supply chain of emerging sectors being targeted by EZ activity • University spin-outs

UK, NW Space Cluster) • Lancashire MPs • Universities/University R&D hubs/	Place North West, Insider, LBV, national broadsheets, B2B websites and publications) National trade media (sector and subsector specific)	

Outline Lancashire EZ Strategic Marketing Proposals/Recommendations

1. Review and refresh of the overarching EZ Cluster proposition aligned to changing investment landscape (regionally and sector-led)
2. Development of new, flexible and responsive EZ marketing collateral (for use across face-to-face, print and digital channels)
3. Redesign/re-skinning of EZ Cluster website with new EZ investment narrative, new sector-led (and cross-cutting) investment propositions, wider Lancashire investment benefits, quality of life messaging etc.
4. Outreach and sharing of reinvigorated EZ messaging/collateral to partners and intermediaries to develop more partnership marketing initiatives, and ensure ‘the EZ opportunity’ message is embedded into the wider Lancashire investment piece

Initial EZ Cluster Strategic Action Plan

Activity	Action	Output	When
Redefining and reframing the EZ Cluster offer	Commission external consultant (or develop in-house) to research and draft a refreshed and updated EZ Cluster proposition and create core supporting collateral to articulate the 'new' positioning.	A new, positive and compelling investment narrative for the EZs which is aligned to market-led needs, emerging sector opportunities, and the wider Lancashire investment proposition. A suite of new investor-facing collateral and content which can also be easily shared and amplified by partners and intermediaries.	January -April 2023
Re-engineer EZ website	Redesign EZ web architecture as per EZ Working Group proposal (*Website Structure Review*, May 2022)	A much clearer, navigable and helpful online 'shop window' for the EZ Cluster and individual EZ sites	January -April 2023
Raising Awareness Via Local /Regional/ National Advocacy and Engagement	Launch 'hearts and minds' engagement campaign to educate/remind/enthuse the Lancashire business community, EZ partners and policymakers about the potential and benefits of the EZ offer Distribution of new EZ narrative, content and messaging to partners with call to action to support/promote the EZ brand (including DIT, BEIS, DLUHC) Face-to-face visits, site-tours, group meetings (physical and virtual) + attendance of networking	Updated contact lists of key local, regional and national partners, stakeholders and influencers Key stakeholders and partners educated and enthused about EZ offer. Key stakeholders and partners cascading EZ messaging through their own comms channels + advocacy through their own networks	May-June 2023

Activity	Action	Output	When
	events/securing of speaker slots etc.		
Reinvigorated Digital Engagement & new Web content	Populate 'new' EZ website with refreshed content/downloads and messaging and proposition (sector-led and pan-regional). Build in clear call to action and data capture/response. mechanism. Research, set-up and launch Lancashire EZ twitter feed and LinkedIn account specifically for EZ Cluster + proactively engage with target audiences, partners and influencers. Option to develop EZ e-newsletters/e-bulletins.	Creation of a refreshed central hub for all EZ digital content, news, assets and resources which can act as shopwindow for the EZ offer. Development of new, 'owned' communication channels which can be used strategically to build awareness and 'insert' EZ brand and messaging into the inward investment + business ecosystem conversation (geographically and by sector). Creation of several data capture/lead generation channels to support follow-up and outbound engagement.	May/June 2023
PR, Advertising & Sponsorship	Research of relevant media channels (regional, national and trade/sector) to promote the EZ message to different target audiences. Plan a blended media campaign of paid-for activity (e.g. sponsored content and/or advertising) + proactive PR content development and story pitching (news stories, thought leadership pieces, case studies, trends research).	Amplification and endorsement of overarching key EZ messaging via authoritative and influential media coverage via proactive PR campaign. Promotion of more specific sector, investor and market-led benefits, through targeted advertising and paid-for content.	January-February: research & recommendations Activation: July onwards
Events	Research of relevant trade events, exhibitions and conferences	A 6-12 months targeted events calendar with indicative budgets.	January-February:

Activity	Action	Output	When
	(regional, national, international), both generic investor-led and sector-specific. Evaluate potential ROI of event investment on a case-by-case basis (e.g. exhibition stand costs vs anticipated footfall/delegate demographics)	Attendance/exhibiting at target events to drive data capture/lead generation activities.	Research & recommendations Activation: July onwards

Initial EZ Cluster Strategic Action Plan – More Detailed Indicative Timetable

January-March:

- Briefing, commissioning, development and drafting of foundation marketing collateral (EZ prospectus, sales-deck and elevator pitch etc.) either in-house (if resource and skillset is available) or via external consultant.
- Research and recommendations re: forthcoming events and exhibitions which are most closely aligned to agreed EZ positioning and EZ sales pitch.
- Research and recommendations re: potential advertising schedule and target media which are most closely aligned to agreed EZ positioning and EZ sales pitch.
- Research and recommendations re: potential PR stories, news angles, case studies and relevant target media which reinforce agreed EZ positioning and EZ sales pitch.
- Collation and/or commissioning of new photography/video to support above activity.
- Undertaken EZ website rebuild as outlined in attached Working Group paper

April-May:

- Circulation/walkthrough of draft foundation collateral (and rationale behind it)
- Feedback and amendment process
- Refined collateral circulated for sign-off
- Development and planning re: new EZ social media tactics and channels (Twitter, LinkedIn etc.) based on agreed collateral and new messaging
- Development and planning re: potential digital assets, ad copy, printed materials etc aligned based on agreed collateral and new messaging/positioning
- Recommended and costed schedule of potential events/advertising/PR opportunities – based on agreed collateral and new messaging/positioning circulated

June:

- Distribution of approved foundation collateral to inform refreshed EZ website, partner websites + other online 'front doors'
- 'Hearts and Minds' engagement programme commences
- Collateral also shared with third parties and intermediaries (DIT, agents), partner communications and PR teams (e.g. Marketing Lancashire, Growth Hub, LEP, LCC) - and other advocates – to incorporate into wider Lancashire investment narrative and promotional activity

July

- Launch of new website and social media channels
- Trade event programme commences
- PR campaign/advertising campaign commences
- Monitoring & reporting on progress commences

August onwards

- Learnings from campaign roll-out used on an ongoing basis to inform changes to the strategy, activities and tactics as required
- Continuation of marketing via owned channels (social, website, meetings, PR)
- Continuation of marketing activity via paid-for channels (events, advertising)
- Regular monitoring & reporting ongoing

Initial EZ Cluster Strategic Action Plan – Workflow at a Glance

Activity	Jan	Feb	March	April	May	June	July	August-December
new collateral developed								
Website re-build								
marketing channels research and costed								
new collateral signed-off								
social media channels developed								
programme of events + advertising opps circulated								
digital and print assets developed								
hearts & minds engagement programme								
website content developed/uploaded								
new content shared with partners and stakeholder								
launch of new website/social channels								
Events programme starts								
PR/advertising campaign starts								
monitoring, review and refining of activity								
ongoing marketing activity								

Measurement

Methods of monitoring and measurement, and subsequent reporting, will be dependent on what levels of different marketing activity are undertaken.

However, a standard suite of marketing/CRM metrics would usually include:

Digital Engagement:

- Number of website visits
- Website bounce rate
- Website downloads (e.g. online EZ brochure)

- Twitter engagement levels (including followers, likes and shares)
- LinkedIn engagement levels (including followers, likes and shares)
- Number of video views (if using film collateral)
- Number of registrations for future EZ information/EZ events

Press & PR Engagement:

- Number of articles placed by EZ (news stories, case studies, thought leadership etc.)
- Number of EZ references in third-party press pieces
- Readership reach of placed press articles (overall volume, and by sector/job role if available)
- Readership reach of paid-for content/adverts (overall volume, and by sector/job role if available)

Face to Face & Virtual Personal Engagement

- Number of EZ-specific meetings arranged directly with target audiences (physical and virtual)
- Number of EZ-specific 'hearts and minds' conversations/exchanges of information (email, telephone, LinkedIn messages)
- Number of 'free' speaking opportunities fulfilled by EZ representative (and size/type of audience being addressed)
- Number of third party events attended by EZ representatives (and number of contacts made)
- Number delegate engagements via any tradeshows/exhibitions EZ has a paid-for presence at

Lancashire
Enterprise Partnership

LEP – Sub Committee

LEP - Enterprise Zone Governance Committee

Private and Confidential: NO

Date: Thursday, 17 November 2022

Key Performance Indicators and Social, Economic and Environmental Metrics
Appendices A and B refers

Report Author: Anne-Marie Parkinson, anne-marie.parkinson@lancashirelep.co.uk

Executive Summary

This report provides a set of core Key Performance Indicators and Social Value Metrics, to provide consistent measurable performance across all 4 Lancashire Enterprise Zone sites.

Recommendation

The Enterprise Zone Governance Committee is asked to consider and approve the list of Key Performance Indicators, Social Value Metrics, and the collection / reporting timescales, as contained in this report.

Background and Advice

At the last meeting of the committee, Members received a presentation, attached at Appendix A, detailing the framework and an approach to the implementation of Social Value across Lancashire's Enterprise Zones.

It was noted that the framework based around the four main thematic areas, had been mapped to the national themes, outcomes and measures. It was highlighted some potential further indicators which had not been utilised up to now, especially around some of the innovations and specialisms at each Enterprise Zone, could be added to give a better overall representation.

It was agreed that a further report would be provided to this meeting, to confirm the Social Value Metrics, alongside the production of a consistent set of core Enterprise Zone Key Performance Indicators (KPI).

Social, Economic and Environmental Value Metrics

Please find attached at Appendix B, a document which contains a set of Social, Economic and Environmental Value Metrics, with a monetary value included for each metric. Members will note, further to the last meeting, a number of relevant environmental metrics have been included for consideration.

The next step is a series of meetings, between the LEP lead for Social Value, with each Enterprise Zone lead to identify which metrics are relevant to their Enterprise Zone site, and agree a strategy for implementation. This is expected to be completed by the end of November 2022.

As agreed at the last meeting, performance will be reported, annually, with the first reporting due November 2023. The expectation is that the reporting will be accompanied by a minimum of two Social Value cases studies per annum.

Key Performance Indicators

Please see below a list of relevant KPIs, agreed with the respective leads for the Enterprise Zones. Where necessary, to deliver consistency across all EZ sites, and LEP programmes, previous measures will be replaced by these.

KPI / Metrics
Jobs Created (FTE)
Jobs Safeguarded (FTE)
Construction Jobs
New Commercial / Employment Space (SQM)
Refurbished Commercial / Employment Space (SQM)
New businesses located on EZ (over baseline)
No. of businesses receiving EZ business rates relief
Amount of EZ business rate relief received (£m)
Private Sector Investment (£m)
Public Sector Investment (£m)
Gross Value Added (£m)

Note: Baseline / Target / Actual and RAG reported

Key Performance Indicators require targets in order to measure performance. Where targets are not identified, these will revert to metrics, which collate economic activity, rather than a tool to drive growth.

Performance will be reported to this committee as a minimum bi-annually (6 monthly).

List of Background Papers

Paper	Date	Contact/Tel
insert details		

Reason for inclusion in Part II, if appropriate

insert details

SAMLESBURY ENTERPRISE ZONE LANCASHIRE
samlesburyEZ.com

BLACKPOOL ENTERPRISE ZONE LANCASHIRE
blackpoolEZ.com

WARTON ENTERPRISE ZONE LANCASHIRE
wartonEZ.com

HILLHOUSE ENTERPRISE ZONE LANCASHIRE
hillhouseEZ.com

LANCASHIRE SKILLS & EMPLOYMENT HUB

Lancashire Enterprise Zones

Unlocking Social Value

MARTIN HILL
31ST August 2022

Appendix A

Lancashire Enterprise Partnership

LANCASHIRE LOCAL DIGITAL SKILLS PARTNERSHIP

@LancsSkillsHub
www.lancashireskillshub.co.uk

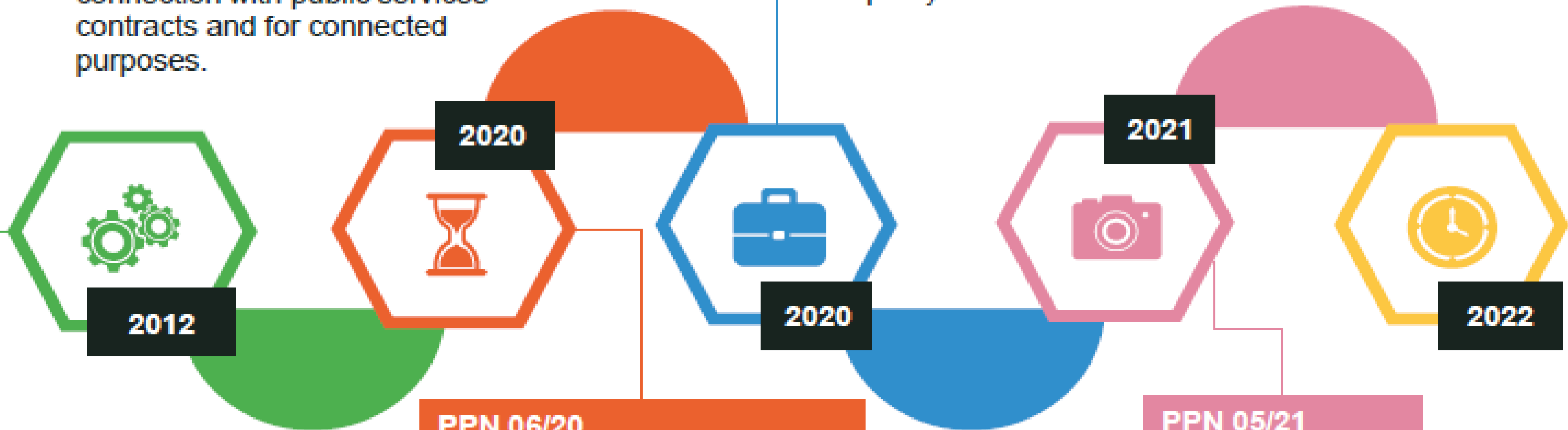
Social value rising up the agenda

Public Services (Social Value) Act

Public Services (Social Value) Act: Requires public authorities to have regard to economic, social and environmental wellbeing in connection with public services contracts and for connected purposes.

Social Value Model

Framework and guidance. The framework resembles TOMs through its use of Themes, Policy Outcomes and Objectives. It focuses on qualitative assessment with no proxy values included.



PPN 06/20

Deliver social value through all commercial activities for central government departments, agencies and public bodies applicable to procurements covered by the Public Contracts Regulations 2015

PPN 05/21

Government's renewed focus to strengthen a commitment to social value: to go beyond price and to do more to deliver wider benefits to society via government commercial activities through further reforms.

LANCASHIRE SKILLS & EMPLOYMENT HUB

Mapping Social Value Across LEP Programme Portfolio

ONE MEASURE AND REPORTING STANDARD ACROSS LEP PROGRAMMES

National Social Value Framework

Adoption of National Themes Outcomes and Measure (TOM's) Framework

4 LEP Programmes

- City Deal Projects
- Boost 3 – Business Support
- Rosebud Business Finance
- Growth Deal Projects

4 Thematic Areas:

- Future Workforce
- Inclusive Workforce
- Skilled and Productive Workforce
- Community Benefits

12 Core Measures

NATIONAL TOMs

Key Benefits

- Provides a consistent approach to measuring and reporting
- Allows us to demonstrate social value at both project and programme level
- Simplified set of core metrics
- Allows benchmarking

Strategic Alignment

- Central Lancashire Supplementary Planning Document
- LCC Social Value Procurement Policy Mapped to Gov Office Social Value Model
- Mapped to UN Global Sustainable Development Goals

Lancashire Enterprise Partnership

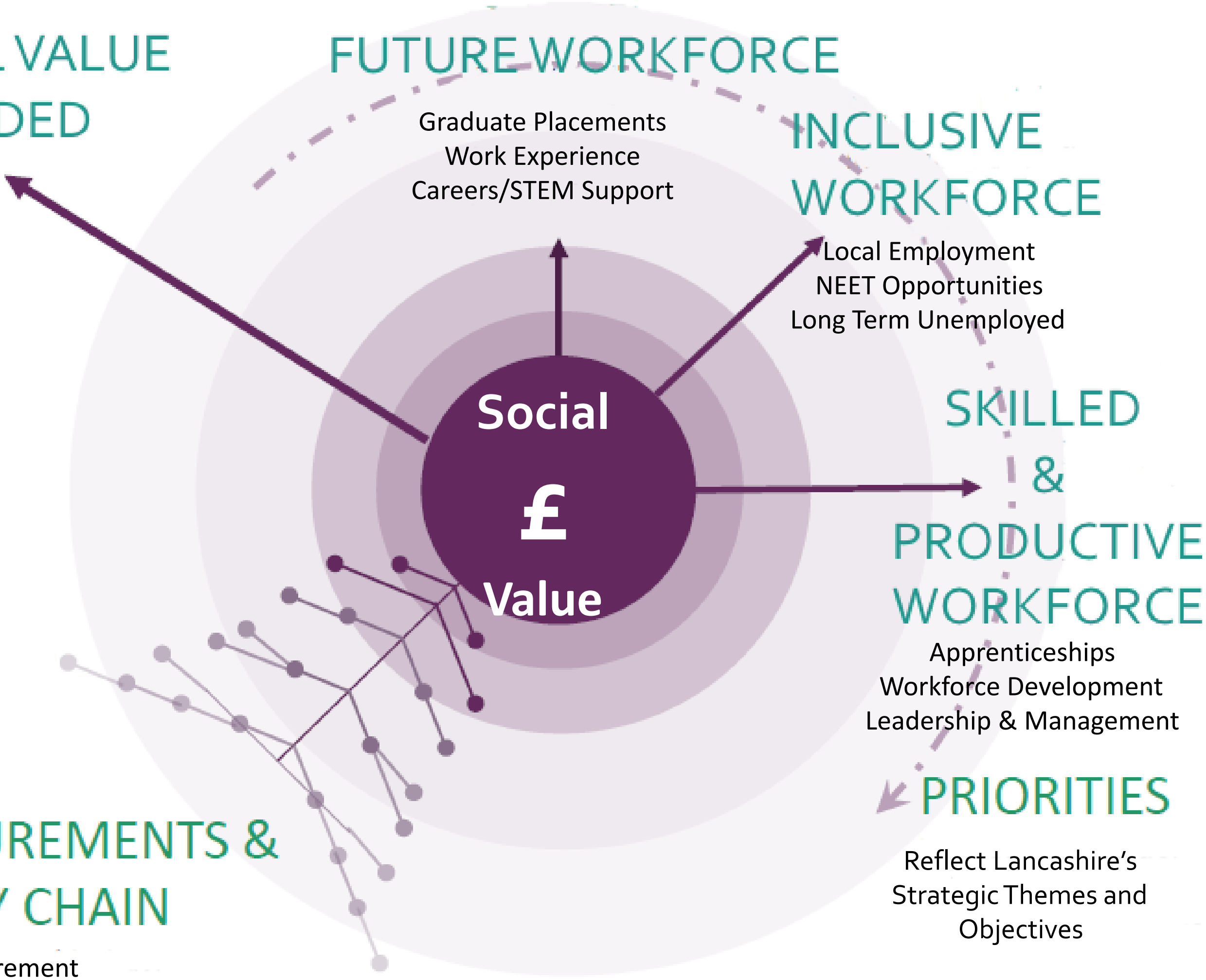
LANCASHIRE ENTERPRISE ZONES
lancashireEZ.com

@LancsSkillsHub

www.lancashireskillshub.co.uk

LEP Social Value

LANCASHIRE SKILLS
& EMPLOYMENT HUB



Enterprise Partnership

ZONES
lancashireEZ.com

@LancsSkillsHub
www.lancashireskillshub.co.uk

Case Studies

Lancashire LEP have produced a number of detailed Social Value Case Studies to highlight some of the positive output and outcomes delivered through a range of projects including Growth Deal and City Deal projects.

LANCASHIRE SKILLS & EMPLOYMENT HUB

Case Study

UNIVERSITY OF CENTRAL LANCASHIRE

ENGINEERING INNOVATION CENTRE

Lancashire Enterprise Partnership

LANCASHIRE ENTERPRISE ZONES
lancashireEZ.com

@LancsSkillsHub

www.lancashireskillshub.co.uk

EIC Case Study

Page 33

Proposed Core Social Value Metrics

LANCASHIRE SKILLS & EMPLOYMENT HUB

LANCASHIRE ENTERPRISE ZONES SOCIAL VALUE FRAMEWORK					
THEMATIC AREA	**KPI NO**	**Metric**	**Indicator**	**Measure**	**Proxy £**
FUTURE WORKFORCE	1	Working hours committed from business volunteers to support careers education and information and/or curriculum development in schools and colleges in Lancashire per year.	No. of hours dedicated to support young people into work (e.g. CV advice, mock interviews, careers guidance) - (under 24 y.o.)	no. hrs*no. attendees	£105.50
			Local school and college visits e.g. delivering careers talks, curriculum support, literacy support, safety talks (No. hours, includes preparation time)	no. staff hours	£16.09
	2	Number of work experience placements for 15-18 year olds per year (based on a placement being one week) at Lancashire schools and colleges	No. of weeks spent on meaningful work placements or pre-employment course; 1-6 weeks student placements (unpaid)	no.weeks	£168.72
	3	Number of undergraduate project placements per year offered to Lancashire's Universities.	Meaningful work placements that pay Minimum or National Living wage according to eligibility - 6 weeks or more (internships)	no.weeks	£168.72
	4	Number of graduate internships per year for graduates living in Lancashire			£168.72
INCLUSIVE WORKFORCE	5	Number of employment opportunities offered to Lancashire residents that are unemployed or at a disadvantage e.g. ex-offenders.	No. of local people (FTE) employed on contract	no. people FTE	£29,125.20
			Percentage of local employees (FTE) on contract (percentage)	%	Record only
			No. of employees (FTE) taken on who are long term unemployed (unemployed for a year or longer)	no. people FTE	£20,481.00
			No. of employees (FTE) taken on who are not in employment, education, or training (NEETs)	no. people FTE	£14,782.00
			No. of employees (FTE) taken on who are rehabilitating young offenders (18-24 y.o.)	no. people FTE	£24,527.00
			No. of jobs (FTE) created for people with disabilities	no. people FTE	£16,420.00
	6	Number of work placements or trails offered to unemployed Lancashire residents.	No of placement weeks	no.weeks	£168.72
	7	Working days committed from business volunteers to mentor NEET ('not in education, employment or training') people.	No. of hours dedicated to supporting unemployed people into work by providing career mentoring, including mock interviews, CV advice, and careers guidance	no. hrs*no. attendees	£105.50

Proposed Core Social Value Metrics

LANCASHIRE SKILLS & EMPLOYMENT HUB

SKILLED AND PRODUCTIVE WORKFORCE	8	Number of apprenticeships (16-18 year old and Adults).	No. of apprenticeships on the contract that have either been completed during the year, or that will be supported by the organisation to completion in the following years - Level 2,3, or 4+	no.weeks	£224.07
	9	Commitment to workforce planning and investment in training of employees.	Adoption of the Lancashire Skills Pledge		Record Only
	10	Investment in workforce development/leadership skills	No. of training opportunities on contract (BTEC, City & Guilds, NVQ, HNC) that have either been completed during the year, or that will be supported by the organisation to completion in the following years - Level 2,3, or 4+	no.weeks	£286.47
COMMUNITY BENEFITS	11	Supporting the VCSE sector and community based projects	Donations or in-kind contributions to local community projects (£ & materials)	£ value	£1.00
			Number of voluntary hours donated to support VCSEs (excludes expert business advice)	no. staff volunteering hours	£16.09
			Provision of expert business advice to VCSEs and SMEs (e.g. financial advice / legal advice / HR advice/HSE)	no. staff hours	£101.86
			Equipment or resources donated to VCSEs (£ equivalent value)	£ value	£1.00
	12	Local Procurement and commissioning of local SMEs and social enterprises / third sector organisations	Total amount (£) spent in LOCAL supply chain through the contract.	£	£1.00
			Total amount (£) spent through contract with LOCAL SMEs	£	£1.00
	13	Other measures - please describe any additional initiatives that you would like to make and in hrs or £ to be invested	Other measures (hrs) - please describe any additional initiatives that you would like to make and hrs to be committed (No. voluntary hrs)	hrs	£16.09
			Other measures (£) - please describe any additional initiatives that you would like to make and £ to be invested	£	£1.00
					tal Social Val

Future Workforce	
Inclusive Workforce	
Skilled & Productive Workforce	
Community/Economic Benefits	

Optional and Project Specific Metrics

LANCASHIRE SKILLS & EMPLOYMENT HUB

Theme	Outcome	Measure
Environment ***Decarbonising and Safeguarding our World***	**Carbon emissions are reduced**	Savings in CO2e emissions on contract achieved through de-carbonisation
		Carbon emissions reductions through reduced energy use and energy efficiency measures - on site
		Commitment to carbon emissions savings to achieve net carbon zero before 2050
		Carbon emission reductions through reduced energy use and energy efficiency measures - on site
		Carbon emission reductions through increased use of renewable energy - on site
	Air pollution is reduced	Car miles saved on the project as a result of a green transport programme or equivalent (e.g. cycle to work programmes, public transport or car pooling programmes, etc.)
		Freight miles saved as a result of a green logistics plan (e.g. reduced trips to site)
		Percentage of fleet or construction vehicles on the contract that is at Least Euro 6 or LEV
	Safeguarding the natural environment	Donations or investments towards initiatives aimed at environmental and biodiversity conservations and sustainable management projects for both marine and terrestrial ecosystems
		Donations or investments towards expert designed sustainable reforestation or afforestation initiatives
		Volunteering time for environmental conservation & sustainable ecosystem management initiatives
		Resources (on the contract) dedicated to creating green spaces, improving biodiversity or helping ecosystems.
	Resource efficiency and circular economy solutions are promoted	Percent of contrecution waste diverted from landfill against relevant benchmark (e.g. BREEAM)
		Tonnes of construction waste diverted from landfillagainst relevant benchmark (e.g. BREEAM)

Suggested Monitoring & Reporting Arrangements

LANCASHIRE SKILLS & EMPLOYMENT HUB

- Project level data to be reported annually to LEP - Enterprise Zone Governance Committee

- Four established thematic areas with additional options to reflect type and nature of project :
  - Future Workforce
  - Inclusive Workforce
  - Skilled and Productive Workforce
  - Community Benefits
  - Sustain inability and Environment

- 12 core measures to report against with project specific measures options

- Sharing of case studies for inclusion in reporting to highlight good news and best practice

Martin Hill
Lancashire Skills and Employment Hub
martin.hill@lancashirelep.co.uk
0776 699 0001

LANCASHIRE ENTERPRISE ZONES SOCIAL VALUE FRAMEWORK							
THEMATIC AREA	KPI NO	Metric	Indicator	Measure	Proxy £	Priority by	Proxy £ weighted by prioritisation
FUTURE WORKFORCE	1	Working hours committed from business volunteers to support careers education and information and/or curriculum development in schools and colleges in Lancashire per year.	No. of hours dedicated to support young people into work (e.g. CV advice, mock interviews, careers guidance) - (under 24 y.o.)	no. hrs*no. attendees	£105.50		£105.50
			Local school and college visits e.g. delivering careers talks, curriculum support, literacy support, safety talks (No. hours, includes preparation time)	no. staff hours	£16.09		£16.09
	2	Number of work experience placements for 15-18 year olds per year (based on a placement being one week) at Lancashire schools and colleges	No. of weeks spent on meaningful work placements or pre-employment course; 1-6 weeks student placements (unpaid)	no.weeks	£168.72		£168.72
	3	Number of undergraduate project placements per year offered to Lancashire's Universities.	Meaningful work placements that pay Minimum or National Living wage according to eligibility - 6 weeks or more (internships)	no.weeks	£168.72		£168.72
	4	Number of graduate internships per year for graduates living in Lancashire			£168.72		£168.72
INCLUSIVE WORKFORCE	5	Number of employment opportunities offered to Lancashire residents that are unemployed or at a disadvantage e.g. ex-offenders.	No. of local people (FTE) employed on contract	no. people FTE	£29,125.20		£29,125.20
			Percentage of local employees (FTE) on contract (percentage)	%	Record only		
			No. of employees (FTE) taken on who are long term unemployed (unemployed for a year or longer)	no. people FTE	£20,481.00		£20,481.00
			No. of employees (FTE) taken on who are not in employment, education, or training (NEETs)	no. people FTE	£14,782.00		£14,782.00
			No. of employees (FTE) taken on who are rehabilitating young offenders (18-24 y.o.)	no. people FTE	£24,527.00		£24,527.00
			No. of jobs (FTE) created for people with disabilities	no. people FTE	£16,420.00		£16,420.00
	6	Number of work placements or trails offered to unemployed Lancashire residents.	No of placement weeks	no.weeks	£168.72		£168.72
	7	Working days committed from business volunteers to mentor NEET ('not in education, employment or training') people.	No. of hours dedicated to supporting unemployed people into work by providing career mentoring, including mock interviews, CV advice, and careers guidance	no. hrs*no. attendees	£105.50		£105.50
SKILLED AND PRODUCTIVE WORKFORCE	8	Number of apprenticeships (16-18 year old and Adults).	No. of apprenticeships on the contract that have either been completed during the year, or that will be supported by the organisation to completion in the following years - Level 2,3, or 4+	no.weeks	£224.07		£224.07
	9	Commitment to workforce planning and investment in training of employees.	Adoption of the Lancashire Skills Pledge		Record Only		Record only
							Record Only
	10	Investment in workforce development/leadership skills	No. of training opportunities on contract (BTEC, City & Guilds, NVQ, HNC) that have either been completed during the year, or that will be supported by the organisation to completion in the following years - Level 2,3, or 4+	no.weeks	£286.47		£286.47
COMMUNITY BENEFITS	11	Supporting the VCSE sector and community based projects	Donations or in-kind contributions to local community projects (£ & materials)	£ value	£1.00		£1.00
			Number of voluntary hours donated to support VCSEs (excludes expert business advice)	no. staff volunteering hours	£16.09		£16.09
			Provision of expert business advice to VCSEs and SMEs (e.g. financial advice / legal advice / HR advice/HSE)	no. staff hours	£101.86		£101.86
			Equipment or resources donated to VCSEs (£ equivalent value)	£ value	£1.00		£1.00
	12	Local Procurement and commissioning of local SMEs and social enterprises / third sector organisations	Total amount (£) spent in LOCAL supply chain through the contract.	£	£1.00		£1.00
			Total amount (£) spent through contract with LOCAL SMEs	£	£1.00		£1.00
	13	Other measures - please describe any additional initiatives that you would like to make and in hrs or £ to be invested	Other measures (hrs) - please describe any additional initiatives that you would like to make and hrs to be committed (No. voluntary hrs)	hrs	£16.09		£16.09
			Other measures (£) - please describe any additional initiatives that you would like to make and £ to be invested	£	£1.00		£1.00
ENVIRONMENT & SUSTAINABILITY	14	Reduction in carbon emissions through reduced energy use, energy efficiency or decarbonisation achieved through the project	Tonnes CO2e saved through reduced energy use, energy efficiency measures or decarbonisation	Tonnes CO2e	£244.63		£244.63
	15	Reduction in Car or Freight miles associated with the project due to green transport or green logistics	Car miles saved on the project as a result of a green transport programme or equivalent (e.g. cycle to work programmes, public transport or car pooling programmes, etc.)	Miles saved	£0.06		£0.06
			Freight miles saved as a result of a green logistics plan (e.g. reduced trips to site)	Miles saved	£0.06		£0.06
	16	Supporting environmental and biodiversity conservation and sustainable management	Donations or investments towards initiatives on the project aimed at environmental and biodiversity conservation and sustainable management	£	£1.00		£1.00
	17	Reducing landfill and incineration through recycling or reuse	Tonnes of waste diverted from landfill or incineration through recycling or reuse of products and materials	Tonnes	£96.70		£96.70

Future Workforce	
Inclusive Workforce	
Skilled & Productive Workforce	
Community/Economic Benefits	
Environment & sustainability	

Total Social Value

Lancashire
Enterprise Partnership

Agenda Item 7

LEP – Sub Committee

LEP - Enterprise Zone Governance Committee

Private and Confidential: NO

Date: Thursday, 17 November 2022

Meeting Schedule 2023-24

Report Author: Holly Tween, Democratic Services Officer,
holly.tween@lancashire.gov.uk

Executive Summary

This report sets out the 2023/24 programme of meetings for the Committee, which is based on the previous year's programme.

Recommendation

That the 2023/24 programme of meetings for the Committee as set out below is approved, with all meetings to start at 12.00 and be held as online virtual meetings on Microsoft Teams, unless otherwise determined:

(12.30 21 February – already booked)
12.00 18 May 2023
12.00 31 August 2023
12.00 23 November 2023
12.00 22 February 2024

Background and Advice

As the last scheduled meeting of the Enterprise Zone Governance Committee will be held at 12.30 on 21 February 2023, consideration has been given to potential dates for future meetings of the Committee and, after consulting with the Chair and other members, the following programme of meetings for 2023/24 has been agreed.

12.00 18 May 2023
12.00 31 August 2023
12.00 23 November 2024
12.00 22 February 2024

All the above meetings to start at 12.00 and be on Microsoft Teams unless otherwise determined.

List of Background Papers

Paper	Date	Contact/Tel
n/a		

Reason for inclusion in Part II, if appropriate

n/a

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)

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)

Document is Restricted

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)

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)

Document is Restricted

Agenda Item 14

(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 15

(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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