

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

**Tuesday, 7th June, 2016 in Cabinet Room 'B' - The Diamond Jubilee Room, County Hall, Preston, at 10.00 am**

### **Agenda**

#### **Part I (Items Publicly Available)**

- 1. Welcome and Apologies for Absence**
- 2. Declarations of Interest**
- 3. Minutes of the meeting held on 26th January 2016** (Pages 1 - 4)
- 4. Matters Arising**
- 5. Terms of Reference** (Pages 5 - 8)  
Committee to note the amendment to the Terms of Reference in relation to the membership and quorum agreed at the LEP meeting dated 5<sup>th</sup> April 2016
- 6. Positioning and Promotion of Lancashire's Enterprise Zone Programme**  
(Pages 9 - 16)
- 7. Reporting to Lancashire Enterprise Partnership Board**
- 8. Any Other Business**
- 9. Date of Next Meeting**  
1<sup>st</sup> September at 2pm, Cabinet Room B, County Hall, Preston

#### **Part II (Private and Confidential)**

- 10. Blackpool Airport and Hillhouses Energy and Chemicals Enterprise Zones** (Pages 17 - 30)  
Governance and delivery arrangements



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

**Minutes of the Meeting held on Tuesday, 26th January, 2016 at 10.00 am  
at the Cabinet Room 'B' - The Diamond Jubilee Room, County Hall,  
Preston**

### **Present**

Edwin Booth

Malcolm McVicar  
County Councillor Jennifer  
Mein

David Taylor

### **In Attendance**

Andrew Good  
Beckie Joyce  
Martin Kelly

Kathryn Molloy  
Eddie Sutton

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

Chair welcomed members and apologies were noted from Mark Smith.

### **2. Minutes of the meeting held on 16th July 2015**

The minutes from the meeting held on the 16<sup>th</sup> July 2015 were agreed as an accurate record.

### **3. Matters Arising**

There were no matters arising from the last meeting.

### **4. Declarations of Interest**

There were no declarations of interest relating to the agenda items at this time.

### **5. Any Other Business**

There was no other business for discussion.

## **6. Date of Next Meeting**

1<sup>st</sup> April at 10am, Cabinet Room B (the Diamond Jubilee Room), County Hall, Preston

## **7. Delivery of Lancashire's Enterprise Zone Programme**

*(Not for publication – Exempt information as defined in Paragraph 41 of the Freedom of Information Act 2000. It was considered that in all the circumstances of the case the public interest in maintaining the exemption outweighs the public interests in disclosing the information).*

Kathryn Molloy and Beckie Joyce presented the report circulated with the agenda.

Beckie outlined the background to the Enterprise Zones Programme and details of the four separate Lancashire sites awarded Enterprise Zone status. All four of the Lancashire sites are currently at different stages.

### Salmesbury:

The site at Salmesbury is progressing well with a Local Development Order, Land-use Masterplan and Design Principles Document adopted which sets out the overall principles for the development of the site.

Beckie presented to members the draft site plan which details the various plots and plot sizes, the road layouts and the public route through the site from A677 and A59. The A59 and A677 access points are part of the Phase 1 infrastructure works which also includes the main spine road, drainage and segregation works to assist with more effective promotion to secure businesses to the site.

Beckie confirmed that the service corridor routes to the individual plots are being mapped.

From the meeting in July 2015, this committee approved the preparation and development of a marketing strategy which included the retention of national commercial agents for the site. The tender is now live and going through procurement process for appointments in March/April 2016.

There are three development routes identified which include the direct development by the County Council, retaining a developer to develop individual plots or sell land on for development.

The Committee discussed the potential for this site, with a mix of businesses and universities, particularly around the changes in aircraft and advanced manufacturing to benefit Lancashire and the wider North West area.

### Warton:

Two international companies have relocated to the Warton site in 2015 creating around 30 jobs. A number of other companies are in discussion to locate to the site.

The Local Development Order is in place and there is opportunity to expand the coverage and preparatory work is ongoing to understand requirements.

### Blackpool Airport and Hillhouse International:

Both of these sites will become operational from April 2016 and also have Enhanced Capital Allowances Relief.

Blackpool and Fylde College's Energy HQ will be located in the Blackpool Airport site (subject to planning).

### Governance and Progress Monitoring Arrangements

It is proposed that a Programme Board for each site will be established to report to the Enterprise Zone Governance Committee which would be included in the regular progress reports to the LEP Board and Performance Committee.

#### **Resolved:** The Committee:

- Noted the progress made in delivering the Lancashire Advanced Engineering and Manufacturing EZ
- Approved the draft Commercial Development Framework produced for the Salmesbury site
- Noted the successful award of Enterprise Zone status to Blackpool Airport and Hillhouse International sites
- Approved the governance and progress monitoring arrangements to manage the delivery of the four sites
- Agreed further discussion required around the need for a central clearing house and whether this would sit with the Committee or the LEP Board
- Agreed there is a need to ensure the process is managed strategically and to market holistically
- Agreed a media strategy is required to ensure effective communication process highlighting progress and successes

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

A progress report is required to be presented at the LEP Board.

#### **Resolved:** The Committee agreed:

- A discussion is required around the holistic approach to the marketing of the Enterprise Zones
- Confirmation on the management of the central clearing house





## LEP – Sub Committee

### Enterprise Zone Governance Committee

**Private and Confidential: No**

7 June 2016

#### **Revised Terms of Reference.**

(Appendix 'A' refers)

Report Author: Samantha Parker, Governance Officer, (01772) 538221,  
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#### **Executive Summary**

The report updates the Committee on changes to the Terms of Reference for the Committee which were agreed by the LEP Board on the 5<sup>th</sup> April 2016.

#### **Recommendation**

That the revised Terms of Reference are noted.

## **Background and Advice**

On the 17<sup>th</sup> March 2015 the Lancashire Enterprise Partnership Board (LEP) approved a LEP Assurance Framework which was subsequently submitted to Government as final in April 2015. The Assurance Framework is available to view on the LEP website at <http://www.lancashirelep.co.uk/about-us/about-the-lep.aspx> and includes the Terms of Reference for the Enterprise Zone Governance Committee and other Committees of the LEP.

As a matter of good governance it is intended to review the Assurance Framework in order to ensure it is up to date and relevant, with an updated version of the Framework to be presented to the LEP Board on the 14<sup>th</sup> June 2016 for approval.

With that in mind a review of the current Terms of Reference of the eight Committees of the LEP has been undertaken and a number of suggested minor amendments to the Terms of Reference of the following Committees were presented to the LEP Board on the 5<sup>th</sup> April 2016.

- Business Support Management Board
- EZ Governance Committee (see attached Appendix)
- Growth Deal Management Board



- Lancashire Skills and Employment Board
- Performance Committee

The main changes to the Terms of Reference for the Enterprise Zone Governance Committee relate to changes to the membership, clarification on the use of substitute representatives, the inclusion of wording to state that any observers that attend Committee meetings are subject to the LEP Assurance Framework protocol on observer attendees and some additional information on the role of the Secretary and written decisions.

The proposed changes are intended to provide enhanced consistency and flexibility across all the Committees to ensure business can be conducted effectively.



## **Enterprise Zone Governance Committee**

### **Governance Structure and Terms of Reference**

#### ***Membership***

Chair: Edwin Booth, Chair of the Lancashire Enterprise Partnership (LEP)

Members: Simon Blackburn, Leader of Blackpool Council and LEP Director

Jenny Mein, Leader of Lancashire County Council and LEP Director

Malcolm McVicar, Former Vice Chancellor, University of Central Lancashire, and LEP Director

Mark Smith, Vice Chancellor, University of Lancaster

David Taylor, Chairman, David Taylor Partnership

Quorum: Chair and two members of the EZ Governance Committee

Members can nominate substitute representatives, with written notification provided to the Clerk in advance of the meeting. Substitutes will be counted towards the quorum and will be entitled to vote. The use of substitutes shall be by exception rather than rule.

#### ***Frequency of Meetings***

Bi-Monthly, or as required in accordance with operational need.

#### ***Observers***

The EZ Governance Committee may invite any persons it sees fit to attend meetings as observers. Observers shall be subject to the LEP Assurance Framework protocol on observer attendance at meetings.

#### ***Secretary***

The Company Secretary of the Lancashire Enterprise Partnership (or their nominee) shall serve as the Secretary ("The Secretary") to the EZ Governance Committee.

The Secretary shall produce minutes of all meetings of the EZ Governance Committee and will maintain a list of conflicts of interests. Future agendas will include a standard item requiring declarations of interests to be made in relation to specific items of business.

#### ***Decisions in Writing***

A resolution in writing signed by the majority of the members of the EZ Governance Committee for the time being shall be as valid and effectual as if it had been passed at a meeting of the Committee.

## ***Role and Responsibilities***

The EZ Governance Committee is a committee of the Lancashire Enterprise Partnership.

The EZ Governance Committee is responsible for setting and overseeing the strategic direction of the Lancashire Enterprise Zone. It will also provide regular reports to the LEP Board, specifically focusing on:

- Regular progress updates on the delivery of public infrastructure into the Samlesbury site of the Lancashire Enterprise Zone;
- Regular progress updates on the delivery of the BAE Systems' Training Centre and Logistics Facility, which will form the first phase of development on the Samlesbury site of the Lancashire Enterprise Zone;
- Regular progress updates on the establishment and progress of the Dev Co arrangement (a joint venture between Carillion PLC and Eric Wright Group Ltd in their capacity as the County Council's strategic regeneration property partner) to deliver the Samlesbury site;
- Regular progress reports on the drawdown/development of land on the Lancashire Enterprise Zone;
- Regular progress reports on the generation of commercial leads and enquiries on the Lancashire Enterprise Zone;
- Regular financial reports regarding the generation of Business Rates growth at the Lancashire Enterprise Zone;
- Regular financial reports on Business Rates Relief providing to companies locating to the Lancashire Enterprise Zone;
- Regular financial reports on the provision and repayment of any public investment provided in support of the development of the Lancashire Enterprise Zone;
- Regular progress updates on the number of jobs and commercial floor-space created across the Lancashire Enterprise Zone; and
- Regular progress reports on planning frameworks and commercial masterplans in place across the Lancashire Enterprise Zone.



## **Lancashire Enterprise Partnership Limited**

**Private and Confidential: No**

## **Enterprise Zone Governance Committee**

7 June 2016

## **Positioning and Promotion of Lancashire's Enterprise Zone Programme**

**Report Author:** Ruth Connor, Chief Executive, Marketing Lancashire and Kathryn Molloy, Head of LEP Co-ordination and Development

### **Executive Summary**

This report presents options for positioning and promoting Lancashire's Enterprise Zone (EZ) Programme, including giving consideration to the naming of individual sites as well as the cluster of four sites within the context of the LEP's strategic marketing and communications approach.

### **Recommendations**

The Enterprise Zone Governance Committee (EZGC) is asked to:

- (i) Note and comment on the contents of this report, including progress made in delivering the Samlesbury and Warton sites of the Lancashire Advanced Engineering and Manufacturing Enterprise Zone;
- (ii) Consider and agree the role of Lancashire County Council Developments Ltd (LCDL), on behalf of Lancashire County Council, in delivering direct development on the Samlesbury EZ site;
- (iii) Consider and discuss options for naming Lancashire's four EZ sites, as set out in this report;
- (iv) Agree to the appointment of Freshfield to create visual concepts with supporting narratives to inform the naming, positioning and promotion of Lancashire's EZ Programme, including the naming of Lancashire's EZ cluster and/or its four individual sites;
- (v) Approve the use of up to £5,000 from the LEP's agreed Strategic Marketing budget to commission the proposed work from Freshfield;
- (vi) Request the Chief Executive of Marketing Lancashire and the Head of LEP Co-ordination and Development, in consultation with local authority partners and key



EZ landowners, to work with Freshfield to produce visual concepts and naming options for consideration by the EZGC;

- (vii) Agree that a special meeting of the EZGC is held week commencing 21<sup>st</sup> June to review the visual proposals developed by Freshfield and consider an agreed approach;
- (viii) Indicate whether the EZGC has a preferred name for the Samlesbury EZ site, based on those identified in section 3.18 of this report, or any other suggestions, given the immediacy of the Farnborough Air Show; and
- (ix) Request the Chief Executive of Marketing Lancashire and the Head of LEP Co-ordination and Development, in consultation with local authority partners and key EZ landowners, to prepare an initial one-year EZ marketing and communications plan for consideration by the EZGC at its September meeting.

## Background and Advice

### 1. Context

- 1.1 The Lancashire Enterprise Partnership (LEP) has been successful in securing Enterprise Zone (EZ) status for four separate sites across Lancashire; the most number of EZ sites awarded to a single LEP.
- 1.2 These sites are the Samlesbury and Warton sites adjacent to BAE Systems operations, which together form the Lancashire Advanced Engineering and Manufacturing Enterprise Zone, the Blackpool Airport Enterprise Zone and the Hillhouse International Energy and Chemicals Enterprise Zone.
- 1.3 The four EZ sites have a strong and complementary industrial focus, building on Lancashire's national and international strengths in the aerospace, advanced engineering and manufacturing, energy and chemicals industries; and collectively will help to create over 10,000 highly productive high value jobs. An economic and investor offer of truly Northern Powerhouse significance.

### 2. Progress of Lancashire's Enterprise Zones

#### Samlesbury

- 2.1 Since the approval of the Commercial Development Framework by the EZGC in January, significant work has been undertaken on the implementation of the Phase 1 infrastructure works on the site. The Phase 1 infrastructure primarily comprises: access points on the A59 and A677; the main spine road on the site; segregation works; phase 1 drainage works to support the main spine road and partial site development; ecology mitigation features; landscaping; and the relocation and diversion of services.



- 2.2 The access point on the A59 was completed in 2015 and enabling works for the access point on the A677 commenced in December 2015. Works on the spine road itself commenced in April 2016 with the spine road, up to and including access to the new Training and Logistics facilities, due for completion by September 2016. The remaining section linking to the A677 is anticipated to be completed by May 2017.
- 2.3 The segregation works between BAE Systems' operational site and the EZ were completed in December 2015.
- 2.4 A consultation exercise was undertaken by the County Council earlier this year to seek views on the scope and nature of the potential highway improvements in the surrounding area. The consultation responses are currently being reviewed. Any proposals regarding traffic calming and weight restrictions would be subject to a further statutory consultation process later this year.
- 2.5 A detailed drainage strategy has been prepared and approved by BAE Systems and the County Council's Highways and Flood Risk Management Team.
- 2.6 In terms of end-user occupation, the Training and Logistics facilities are now under construction with completion and occupation scheduled for September 2016. The County Council has also now retained commercial agents, Colliers International, to engage and secure investor/occupier interest in Samlesbury.
- 2.7 Advanced discussions are also taking place between the LEP, the County Council, Sheffield University, Lancaster University and UCLan regarding the opportunity to establish a NW facility of the Advanced Manufacturing Research Centre (AMRC) at Samlesbury. A Growth Deal 3 submission has been made to the LEP, as part of the recent call for projects, and will be considered by the LEP Board at its meeting in June.
- 2.8 The County Council has completed all necessary legal agreements in relation to the land at Samlesbury and has entered into a land option agreement with BAE Systems' Pension Fund, who own the freehold interest in the site. This agreement enables the County Council to draw parcels of land for infrastructure, ecological purposes and development.
- 2.9 The land deal between BAE Systems' Pension Fund and the County Council supports three development routes: direct development by the County Council; retaining a developer to develop individual plots or groups of plots; and deals where land is sold for development. Ongoing commercial discussions with a range of potential end-users will now be taken forward by Colliers International.
- 2.10 In regard to the direct development function undertaken by the County Council at Samlesbury, on behalf of the LEP, it is proposed that this role is now best performed by Lancashire County Council Developments Ltd (LCDL). For



background, LCDL is a long-established development company owned by the County Council, governed by a Board which includes the Leader of the County Council, with property assets valued at £30M. The LCDL Board has agreed that LCDL, which acts for the County Council, with a business plan aligned with the LEP's strategic objectives, can bring forward new commercial opportunities and any necessary Phase 2 infrastructure works. The EZGC is asked to formally note and agree to this change.

#### Warton

- 2.11 Two new international companies, Trescal and Accenture, relocated to Warton in 2015 occupying refurbished BAE Systems' premises creating circa 30 jobs. A number of other companies are in discussions to locate to the site.
- 2.12 The original Local Development Order (LDO) for the Warton site, which was approved in October 2012 and expired last summer, was renewed in autumn 2015. The new LDO for the site covers a 10-year period to September 2025.
- 2.13 Whilst the LDO covers a proportion of the site, there remains significant opportunity to expand the coverage of the LDO itself. However, in order to do this segregation and enabling infrastructure would need to be in place. The County Council is undertaking preparatory work with BAE Systems to better understand these requirements.
- 2.14 The County Council in its capacity as Highway Authority has also agreed to arrange a series of meetings with BAE Systems to discuss progressing BAE Systems' site access strategy.

#### Blackpool Airport Enterprise Zone and Hillhouse International Energy and Chemicals Enterprise Zone

- 2.15 An update on the progress of these two sites is contained in a separate report within the agenda.

### **3. Positioning and Promoting Lancashire's Enterprise Zones**

- 3.1 Over recent months, the LEP has adopted a strategic approach to its communications and marketing activities through the appointment of SKV Communications Ltd and Thinking Place.
- 3.2 The work is in response to Lancashire's historical under-performance with regards to the positioning and marketing of the Lancashire offer to potential investors, businesses and growth sectors
- 3.3 The focus of the LEP's work has been to establish a compelling Lancashire economic narrative which sets out a strong identity and clear sense of purpose

and place, whilst also supporting the effective marketing of Lancashire as a centre for excellence in aerospace, advanced manufacturing and energy, and as one of the UK's leading visitor destinations.

3.4 The primary objectives of the LEP's communications and marketing work include:

- Improving the positioning of Lancashire and the LEP in a national context;
- Establishing a strong and clear economic identity for Lancashire that highlights key attributes and benefits by sector;
- Stimulating interest, enquiries and subsequent inward investment opportunities to Lancashire; and
- Developing engagement and closer working relationships with the private sector in communicating a united and proud Lancashire that has a confident and ambitious voice.

3.5 The work will also focus on the positioning and promotion of the LEP's key economic initiatives, including City Deal, Growth Deal, Growing Places and Boost. However, positioning of the LEP's key economic initiatives will be set within the LEP's overarching strategic vision and purpose to drive growth, productivity and prosperity across Lancashire.

3.6 Whilst Lancashire is recognised as having key economic strengths and assets, in terms of securing Foreign Direct Investment (FDI), Lancashire has failed to punch its economic weight for many years.

3.7 Key drivers underpinning success in attracting FDI include proximity to existing and new markets, the ability to cluster with like-minded businesses and supply chains, access to key skill pools, the density and quality of innovation networks, and the availability of high quality sites and business locations.

3.8 Lancashire has a substantial and competitive offer for those seeking to achieve business growth with its array of quality development locations suited to a diverse range of business uses, excellent connectivity, four high calibre universities, leading colleges and schools, a wide range of business support initiatives, high standard of living and many recreational opportunities and areas of outstanding natural beauty.

3.9 This aspect of positioning and promotion of Lancashire's assets to attract FDI is of specific relevance to the success of Lancashire's EZ programme.

3.10 It is now timely to consider the approach to branding, naming and positioning in the marketplace, both collectively and individually, of Lancashire's four EZs, especially as the LEP will have a presence at forthcoming national events, including the Farnborough Airshow in July and MIPIM UK in October.



- 3.11 Consideration therefore needs to be given to naming the EZ sites, individually and collectively, in order to ensure a compelling offer can be developed and communicated to relevant target markets and potential investors/occupiers.
- 3.12 SKV has explored a number of possible approaches, including potential EZ site names based on geographic, historical and aspirational factors. This approach has given consideration as to whether the approach to naming should be based on geographical location, current and future site usage, or a more conceptual approach including a heritage or more literal based aspect.
- 3.13 Some of the above considerations will resonate with a more local audience, whilst others will offer greater clarity when promoting the respective or collective EZ sites to potential investors from outside Lancashire and the UK.
- 3.14 Furthermore, when a design element is added naming options could become much more powerful as visual brands whilst others will not gain much through a creative treatment regardless of how dynamic the visual design aspect is.
- 3.15 Therefore, key considerations for the EZGC to consider are:
- Who is the LEP trying to influence and target through the promotion of its EZ Programme and individual sites?
  - How will such audiences perceive or understand the respective names given to the Lancashire EZ Programme or individual sites?
  - Will that perception and understanding impact on an investor/occupier decision to engage with the Lancashire EZ programme or individual sites?
  - The extent to which local authority and key EZ landowner buy-in can be secured to develop and implement an agreed approach?
- 3.16 Finally, if more EZ sites are secured by the LEP, a naming strategy will need to be consistent in style and execution across all sites. If so, the naming approach needs to be flexible to accommodate future potential locations with possibly different economic functions.
- 3.17 SKV has reviewed other EZs nationally, specifically in respect of naming and positioning. Generic naming examples include Discovery Park in Kent, Bristol Temple Quarter Enterprise Zone, Leeds City Region Enterprise Zone and Sheffield City Region Enterprise Zone. Sector specific examples include Sci-Tech Daresbury, Aerohub Newquay and Airport City Manchester.
- 3.18 SKV has also given some consideration to potential naming options for Lancashire's EZ sites though it should be noted the names focus on individual sites rather than a collective descriptor for the four sites. Examples include:

**Aerospace/Industrial Heritage:**

- Samlesbury – Lightening Park, Canberra Park



- Warton – Jaguar Park, Typhoon Park, Hawk Park
- Blackpool Airport – Illumination Park, Wellington Park, Stanley Park
- Hillhouse International – Imperial Park, The Salt Works

**Geographic:**

- Samlesbury – Samlesbury Park: A Lancashire Enterprise Zone Site
- Warton – Warton Park: A Lancashire Enterprise Zone Site
- Blackpool Airport – Squires Gate Park: A Lancashire Enterprise Zone Site
- Hillhouse International – Hillhouse Park: A Lancashire Enterprise Zone Site

**Function and Geography:**

- Samlesbury – Samlesbury Aerospace Park
- Warton – Warton Aerospace Park
- Blackpool Airport – Blackpool Airport Park; or Blackpool Energy Park
- Hillhouse International – Hillhouse Chemicals and Energy Park

- 3.19 Freshfield, the Lancashire-based retained creative agency for Boost, has created a visual identity for the forthcoming Farnborough Airshow to promote Lancashire's national position as the UK's leading location for aerospace activity. It is proposed that Freshfield draw upon SKV's initial thinking and the LEP's economic narrative work, whilst also engaging key EZ landowners, agents, local authority partners and LEP Directors, to create strong and meaningful visual concepts to support the naming, positioning and promotion of Lancashire's EZs. It is proposed that funding of up to £5,000 be set aside from the LEP's Strategic Marketing budget to support this work.
- 3.20 It should also be noted that following recent progress it is the intention to launch the Samlesbury EZ site at the Farnborough Airshow in July. Therefore, it is a priority to consider naming Samlesbury in advance of Farnborough to enable marketing and PR collateral to be produced and PR opportunities maximised.
- 3.21 Subject to the views and approval of the EZGC to the proposed approach to site naming and branding, it is proposed that a special EZGC meeting is held in the week commencing 21<sup>st</sup> June to review the naming and visual proposals developed by Freshfield and consider an agreed approach.
- 3.22 However, if we are unable to develop an agreed approach with key landowners and local authority partners in the coming weeks, the EZGC is asked to indicate whether it has a preferred name for the Samlesbury EZ site, based on those identified in section 3.18 of this report, or any other suggestions, given the immediacy of the Farnborough Air Show.
- 3.23 This report has focused on EZ naming issues, in light of pressing event deadlines, but the EZGC is asked to request the Chief Executive of Marketing Lancashire and the Head of LEP Co-ordination and Development to prepare an initial one-year



marketing and communications plan, in consultation with local authority partners and key EZ landowners, for consideration in September.

# Agenda Item 10

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