

## **Private and Confidential**

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

**Monday, 6th March, 2017 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 1 and 26 September 2016 (Pages 1 - 6)**
- 4. Matters Arising**
- 5. Marketing and Enquiry Handling Protocol Report (Pages 7 - 14)**
- 6. EZ Performance Monitoring (Verbal Report)**
- 7. Reporting to Lancashire Enterprise Partnership Board**
- 8. Any Other Business**
- 9. Date of Next Meeting**  
Wednesday 14 June at 10am, Cabinet Room B, County Hall, Preston



## Private and Confidential

### LEP - Enterprise Zone Governance Committee

**Minutes of the Meeting held on Thursday, 1st September, 2016 at 2.00 pm at the Cabinet Room 'B' - The Diamond Jubilee Room, County Hall, Preston**

#### Present

Edwin Booth

Councillor Simon  
Blackburn  
Anthony Lockley

County Councillor  
Jennifer Mein

#### In Attendance

Joanne Ainsworth  
Martin Kelly

Kathryn Molloy  
Samantha Parker

#### 1. Welcome and Apologies for Absence

Chair welcomed members to the meeting and apologies were noted from Malcolm McVicar, Mark Smith and David Taylor.

#### 2. Declarations of Interest

There were no declarations of interest at this time.

#### 3. Minutes of the meeting held on 7 June 2016

**Resolved:** Minutes from the meeting held on the 7 June 2016 were agreed as an accurate record.

#### 4. Matters Arising

There were no matters arising.

#### 5. Terms of Reference

Members were informed of changes to the Terms of Reference (circulated with the agenda) for the Committee which were agreed by the Lancashire Enterprise Partnership Board on the 14 June 2016.

**Resolved:** The Committee noted and commented on the revised Terms of Reference.

## 6. Positioning and Promotion of Lancashire's Enterprise Zone Programme

Ruth Connor, Marketing Lancashire, tabled the Enterprise Zone Branding Project Workshop Report for discussion.

The purpose of the workshop was to capture progress of the Enterprise Zones and to generate ideas and debate on the potential brand names/logos for the sites.

The report provided detail on the matters discussed at the workshop held on the 4 August which included information on:

- Latest progress on the sites
- Identity of each site
- Target audiences
- Support offer
- Enquiries to date
- Key messaging and proposition

Members were then invited to comment on the tabled report (outlined below):

- It was acknowledged that there was a need to identify how enquiries from companies for the four EZ sites would be handled.
- As advanced manufacturing and energy is a key sector strength of Lancashire, there is a need to ensure this is represented in the branding.
- It was agreed that national and international marketing is important to attract occupiers to the EZs but it is also important to ensure that local companies can be accommodated on high quality local employment sites.
- It was confirmed that Blackpool airport site is doing well due to pent up demand in the area but there is a need to look beyond local need.
- It was reported that Lancashire does not perform as well as it could with regards to attracting international investment through UKTI.

The report outlined the next steps to progress the brand development. Members agreed there was a need to have an extraordinary meeting of this Committee towards the end of September to review the recommendations following feedback on the naming strategy options and to look at some visual representations.

**Resolved:** That;

- i. An additional meeting be convened on the 26 September at 1pm.
- ii. Visual representations be prepared for discussion at the September meeting.

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

Committee members discussed requests received for update reports on the progress of the four EZ sites and how this could be progressed.

Members agreed that as the Terms of Reference for this Committee had now been updated to reflect the four EZ sites, there was a need to ensure that any reporting to the LEP Board reflects the information detailed within this.

**Resolved:** That;

- i. A brief report be submitted to the Shadow Combined Authority meeting on the 15 September on the four EZ sites.
- ii. A standing item be requested on the EZ progress for the LEP Board meeting agenda.

## **8. Any Other Business**

None.

## **9. Date of Next Meeting**

Extraordinary meeting to be held on the 26 September at 1pm, Lecture Room at Lancashire Records Office, Bow Lane, Preston.

Next meeting of the Enterprise Zone Governance Committee is due to take place on Thursday 27 October at 2pm, Cabinet Room B, County Hall, Preston.



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

**Minutes of the Special Meeting held on Monday, 26th September, 2016  
at 1.00 pm at the Lecture Room, Lancashire Records Office, Bow Lane,  
Preston**

### **Present**

Edwin Booth (Chairman)

Councillor Simon Blackburn  
Malcolm McVicar

County Councillor Jennifer Mein  
David Taylor

### **In Attendance**

Ruth Connor, Chief Executive, Marketing Lancashire  
Beckie Joyce, Head of Service Strategic Economic Development, Lancashire County Council  
Martin Kelly, Director of Economic Development, Lancashire County Council  
Anthony Lockley, Strategic Head of Development, Blackpool Council  
Andy Milroy, Senior Democratic Services Officer, Lancashire County Council  
Kathryn Molloy, Head of Service, LEP Coordination, Lancashire County Council  
Simon Turner, Freshfields

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

The Chairman, Edwin Booth, welcomed all to the meeting. Apologies for absence were noted from Professor Mark Smith.

#### **2. Declarations of Interest**

None

#### **3. Creating a New Brand Identity for Lancashire's Enterprise Zones**

Simon Turner, Freshfields and Ruth Connor, Marketing Lancashire gave a presentation on the creation of a new brand identity for Lancashire's Enterprise Zones.

A summary was provided of the work undertaken to create designs for logos and marketing material for the four Lancashire Enterprise Zones. This included cluster naming options and naming options for each individual zone.

After considering the various options, the Enterprise Zone Governance Committee expressed a preference for Cluster Naming Option 1 – Lancashire Advanced Manufacturing & Energy Cluster (Powering Success).

With regard to the specific logo route, the Enterprise Zone Governance Committee agreed to use logo route 1.1 which was the different shapes and colours logo in Museo Sans font.

With regard to the names of the individual sites, Councillor Simon Blackburn advised that the preference of Blackpool Council was to include the word "Airport" within the Blackpool Energy Enterprise Zone. The Committee debated this suggestion and concluded that various marketing and promotional campaigns would be undertaken to advertise the various industries and activities operating within each zone. The majority of the Committee expressed a preference to retain one key word within the zone names.

It was noted that all stakeholders (including the local authorities) will be consulted on the naming exercise before a final decision is taken.

**Resolved:** The Enterprise Zone Governance Committee

- (i) Noted the presentation regarding the brand identity for Lancashire's Enterprise Zones.
- (ii) Approved that Cluster naming option 1 – Lancashire Advance Manufacturing and Energy Cluster (Powering Success) was the Committee's preferred naming option.
- (iii) Approved Logo route 1.1. as the Committee's preferred design style; and
- (iv) Noted that the final naming of each Enterprise Zone would be subject to consultation with all stakeholders.

#### **4. Date of Next Meeting**

It was noted that the next Enterprise Zone Governance Committee was scheduled to be held on 27<sup>th</sup> October 2016, 2pm, Cabinet Room 'B', County Hall, Preston.

Chairs Signature:

Date:



## Lancashire Enterprise Partnership Limited

**Private and Confidential: NO**

## Enterprise Zone Governance Committee

Monday, 6 March 2017

Appendix 'A' refers

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### Executive Summary

This report proposes a set of principles and objectives to manage and co-ordinate strategic marketing activity and enquiry handling arrangements across Lancashire's four Enterprise Zone (EZ) sites.

The Lancashire Advanced Manufacturing and Energy Cluster (LAMEC) includes Samlesbury, Warton, Blackpool Airport and Hillhouse EZ sites, which combine to provide a compelling offer to investors and occupiers in globally competitive sectors critical to the economic success of the North of England and the Country as a whole.

The Cluster has the potential to generate 10,000 new high value jobs over its lifetime and ensure Lancashire builds on its position as one of the UK's leading centres of excellence in advanced manufacturing and energy.

The Lancashire Enterprise Partnership (LEP), through its Enterprise Zone Governance Committee (EZGC), will work with all partners to ensure that the four EZ sites are developed, promoted and delivered in a way which:

- Establishes and develops the LAMEC brand, as part of the wider Lancashire offer to new investors and business occupiers, which recognises the differing sector characteristics and opportunities of each EZ site;
- Maximises employment and investment growth and generates productivity improvements in the local economy, as well as within Lancashire and the Northern Powerhouse;
- Attracts new businesses and sector capabilities to the Lancashire economy;
- Allows for the expansion and growth of indigenous businesses when no other suitable alternative local sites can be found;
- Minimises unnecessary competition between EZ sites whilst maximising private investment opportunities;



- Makes the best use of limited public resource by adopting a shared enquiry handling system and by utilising the strategic capacity of Marketing Lancashire to support the work of public and private sector delivery partners;
- Maintains and enhances the delivery track record of the LEP and local partners; and
- Satisfies the specific conditions of the EZ applications agreed by Government, and the subsequent Memoranda of Understanding signed by Government, the LEP and local partners.

A set of core principles are contained within this report which provide further detail on how agreed strategic marketing activity and enquiry handling arrangements could be managed and delivered.

Subject to the comments of the EZGC, it is proposed that consultation on the proposed strategic marketing activity and enquiry handling arrangements commence with the Blackpool, Fylde and Wyre Economic Development Company (BFW EDC) and NPL in respect of the Blackpool Airport and Hillhouse EZ sites, and with BAE Systems and Lancashire County Council in respect of the Samlesbury and Warton EZ sites.

## **Recommendations**

The EZGC is asked to:

- 1). Note and comment on the contents of this report, authorising officers to engage with Blackpool, Fylde and Wyre Economic Development Company, NPL, BAE Systems and Lancashire County Council on the proposed strategic marketing activity and enquiry handling arrangements;
- 2). Approve Marketing Lancashire to act as the central co-ordinating function for strategic marketing activity and enquiry handling arrangements, supported by local public and private sector delivery partners;
- 3). Approve the appointment of a shared Commercial Agent on a fee-finding basis, with the LEP financing the appointment and local partners making supporting contributions;
- 4). Approve the LEP to finance initial development for the overarching LAMEC website, which will include the four EZ specific sites, supporting sector propositions and marketing collateral;
- 5). Agree to implement agreed enquiry handling arrangements from 1 June 2017, subject to agreement with local partners and landowners;
- 6). Authorise Marketing Lancashire, supported by local public and private sector delivery partners, to develop a strategic Marketing Plan for consideration and approval at a later EZGC meeting;
- 7). Authorise Marketing Lancashire to lead on the development of sector



propositions for each EZ site, in consultation with national and local partners; and  
8). Agree the use of the Evolutive System as the CRM system for EZ enquiry handling.

### **Background and Advice**

The EZGC has previously discussed and considered the way in which the LEP and local partners should manage and guide the agreed strategic marketing activity and enquiry handling arrangements in support of the Lancashire Advanced Manufacturing and Energy Cluster (LAMEC).

The following principles, which are also consistent with Government's EZ and inward investment frameworks, aim to reflect EZGC thinking and underpin agreed operational arrangements with regards to strategic marketing and enquiry handling activity.

The EZGC is now asked to consider and adopt these principles:

### **Core Principles**

- Establish and develop the LAMEC brand, as part of the wider Lancashire offer to new investors and business occupiers, which recognises the differing sector characteristics and opportunities of each EZ site;
- Maximise employment and investment growth and generate productivity improvements in the local economy, as well as within Lancashire and the Northern Powerhouse;
- Attract new businesses and sector capabilities to the Lancashire economy;
- Allow for the expansion and growth of indigenous businesses when no other suitable alternative local sites can be found;
- Minimise unnecessary competition between EZ sites whilst maximising private investment opportunities;
- Make the best use of limited public resource by adopting a shared enquiry handling system and by utilising the strategic capacity of Marketing Lancashire to support the work of public and private sector delivery partners;
- Maintain and enhance the delivery track record of the LEP and local partners; and
- Satisfy the specific conditions of the EZ applications agreed by Government, and the subsequent Memoranda of Understanding signed by Government, the LEP and local partners.

### **Marketing and communications activity including sector propositions**

- The LAMEC brand, including the agreed individual site names, is to be used in all marketing and enquiry handling activity, including promotional collateral;
- A core Marketing and PR team will be appointed to support Marketing Lancashire in developing, managing and delivering marketing and communications activity across the EZ sites, supported by local and national public and private sector partners;



- Marketing and communications activity and performance to be reported to individual EZ Project Boards/Programme Boards and the EZGC;
- LEP and local partners to contribute to the delivery of strategic marketing and communications activity;
- An overarching LAMEC website will be developed with four EZ site specific websites created in collaboration with local partners;
- Local partners will be referenced as primary points of contact for their relevant EZ site;
- Strategic marketing activity will reflect the sector focus of each EZ site, but also the overarching advanced manufacturing and energy strengths within Lancashire and the ability of all EZ sites to attract and retain new occupiers; and
- Sector propositions to be developed for each EZ site by Marketing Lancashire supported by local public and private sector partners.

### **Enquiry Handling**

A draft Enquiry Handling Flowchart is enclosed at Appendix 'A', which identifies the activities, processes and documents required to manage EZ investor and business occupier enquiries. Set out below are the core principles which will underpin an agreed enquiry handling framework. The approach to enquiry handling will focus on an 'Investor First' approach. This approach is driven by the requirements and needs of the investor and any specific requests they may have to locate to a specific EZ site.

The presumption underpinning the Enquiry Handling protocol is that enquiries will be drawn from new businesses and investors to Lancashire and/or expanding/growing local companies who cannot find suitable alternative business accommodation in the County. To minimise displacement risks, local authority partners will be able to use their Business Rate Relief protocols to address this concern.

- Appointment of a single agent across the four EZ sites to oversee strategic enquiry generation and handling, supported by local public and private sector partners;
- Local agents already in place, or to be appointed, will work with appointed overarching agent supported by local public and private sector partners;
- Maintain existing enquiry handling arrangements already in place with the Government's Department for International Trade;
- Use the Evolutive System as the standard CRM system for managing and reporting enquiries and performance of EZ sites;
- Referrals shared with Boost, Lancashire's Business Growth Hub, to assess the wider business support needs of potential investor/business occupiers;
- The exchange and use of data on the Evolutive system will be subject to an appropriate data sharing and use policy and will be limited to a small control group, including the appointed agents, LEP and EDC staff including local authority partners responsible for Samlesbury, Warton, Blackpool Airport and Hillhouse EZ sites;



- All enquiries will be regarded as commercially confidential;
- All indigenous business requests to relocate to an EZ site to be considered by the relevant EZ project board and EZGC to minimise any local displacement of business activity;
- An 'Investor First' approach will be adopted, with the business enquirer determining their EZ of choice, though any unsatisfied referrals will be shared with other EZ sites;
- Enquiry pipeline reported regularly to individual EZ project boards and to each meeting of the EZGC;
- LCC, on behalf of the LEP, will continue to co-ordinate and report progress across the four EZ sites into Government's LOGASNet system, as part of the LEP's wider programme performance reporting requirements.

### **Fiscal Incentives**

- Agreed Business Rate Relief protocols to be adopted for all four EZ sites;
- Business Rates Growth proposals to be developed and agreed by local partners and the LEP;
- Business Rate Relief applications to be managed as part of the enquiry handling process with local collection authorities and accountable bodies leading on their management and approval;
- Consideration to be given to requesting an extension to the current Business Rate Relief period for Samlesbury and Warton.

### **Next Steps**

Subject to agreement of the core principles set out in this report:

- Marketing Lancashire will act as the central co-ordinating function for strategic marketing activity and enquiry handling arrangements, supported by local public and private sector delivery partners;
- The LEP will finance the appointment of a shared Commercial Agent, with the expectation of local partner supporting contributions. It is the expectation that the Agent appointment will be made on a 'fee-finding' basis;
- The LEP will finance initial development for the overarching LAMEC website, which will include the four EZ specific sites, supporting sector propositions and marketing collateral;
- The overarching LAMEC website to be developed by June 2017 with four EZ site specific websites to be developed by end of August 2017. The EZ site specific websites will link to local websites including those of local partners and private sector;
- Aim to implement agreed enquiry handling arrangements from 1 June 2017, subject to agreement with local partners;
- Agree to develop a strategic Marketing Plan (to be submitted to a later EZGC meeting);
- Marketing Lancashire to lead on the development of sector propositions for each EZ site, in consultation with national and local partners; and
- Agree to use the Evolutive System, utilising current licences which LCC currently funds.



Lancashire  
Enterprise Partnership

## Appendix 'A' – Example Enquiry Handling Flowchart



