



Lancashire Enterprise Partnership Limited

Private and Confidential: NO

Enterprise Zone Governance Committee

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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
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Appendix 'A' – Example Enquiry Handling Flowchart

