



Lancashire Enterprise Partnership Limited

Private and Confidential: No

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Developing a Strategic Marketing Proposition for Lancashire

Report Author: Ruth Connor, Chief Executive, Marketing Lancashire

Executive Summary

This report updates the Board on the development of the marketing strategy of the Lancashire Enterprise Partnership.

Recommendation

The LEP Board is asked to:

- (i) Note and comment on the contents of this report;
- (ii) Approve the proposed approach to continuing to develop a strategic marketing proposition for Lancashire, as set out in this report;
- (iii) Delegate authority to the Director of Economic Development of Lancashire County Council and the Chief Executive of Marketing Lancashire, to progress with the outputs required from this project;
- (iv) Agree to a special LEP Board meeting at the end of October to consider and agree the draft Lancashire Story; and
- (v) Require the Chief Executive of Marketing Lancashire to provide regular updates to the LEP Board on the work programmes and outputs of the appointed consultants.

Background and Advice

1. Context

1.1 At the LEP Board meeting on 17th March 2015, approval was given to progress with the procurement of a strategic marketing tender that was split into two key elements;

i) The requirement for the development of a compelling Lancashire story, or economic narrative, that clearly sets out a strong identity and a clear sense of purpose and place. This will underpin future place marketing and positioning by the



LEP and also secure the support of its key partners, including Marketing Lancashire, who will find it sufficiently engaging to be able to deploy in support of their own activities. It will also be effective in generating the endorsement and support of the private sector.

ii) The requirement for an initial 12-month media and communications campaign, as part of an overarching strategy, to increase awareness of the Lancashire offer with key take holders and business sectors by employing a range of communication approaches, especially digital channels, appropriate to key target audiences.

2. Objectives of the Work

2.1 In summary, the key objectives of the commission are to:

- Improve the positioning of Lancashire in a national context and the LEP and Lancashire in a regional context.
- Establish a strong and clear economic identity for Lancashire that highlights key attributes and benefits by sector.
- Identify key stakeholders and opinion formers regionally and nationally and transform them into supporters and influencers of the Lancashire brand.
- Stimulate interest, enquiries and subsequent inward investment enquiries to Lancashire.
- Raise the profile of strategic investment opportunities which flow through the LEP.
- Identify the key achievements and messages that best portray the Lancashire Story through a multi-channel approach to target audiences.
- Develop engagement and closer working relationships with the private sector in communicating a united and proud Lancashire that has a confident and ambitious voice.
- Identify a suite of marketing collateral and opportunities to showcase the Lancashire Story regionally and nationally.
- Develop a LEP media and communications strategy, which will review current communication activities and assets, including the LEP's website and use of digital media to reach key target audiences, with an initial programme of media and communications activity.

3. Budgets

3.1 At the June 16th Board Meeting, the LEP Board agreed to the appointment of two agencies, Thinking Place and SKV Communications. The total budget for the term of



the contracts, exclusive of VAT, but inclusive of all fees, disbursements, and other expenses is £56,250 for Thinking Place to create the Lancashire Story and £66,000 to develop the media and communications strategy with SKV Communications.

3.2 A considerable amount of progress has made on both elements of the project which is detailed within this report.

4. Activity and outputs since the appointment of Thinking Place

4.1 Thinking Place, were appointed at the end of June to develop and deliver the Lancashire Economic narrative or “story”. A key element of this piece of work highlighted by the Board was to have an understanding of what makes Lancashire distinctive and what or who are its key assets. This has been undertaken in several ways over the last couple of months;

- **Desk research** – examining how Lancashire is portrayed through media channels and a review of key economic strategies and plans from the LEP and Lancashire County Council and consideration of how the place is reported upon.
- **Immersion** which involved a two day visit to key locations around the county to understand more about the diversity and breadth of the Lancashire offer
- **Over 70 stakeholder conversations** (appendix 1) of around 45 minutes, either face to face or over the telephone which are unattributed and have been undertaken with key figures inside and outside the County. These people have considered the assets of the place, its opportunities and challenges, how it is viewed and what it should focus on in the future to unlock its potential.
- **9 sector focus groups** (see appendix 2) which were in depth, unattributed discussions that looked at Lancashire’s offer, challenges, opportunities and personality. However, there was also consideration of the specific issues and potential, relevant to each of the sectors.
- **5 workshops** were held in Preston, Morecambe, Blackburn, Skelmersdale and Blackpool attracting over 100 businesses to share their views about the county’s assets, the character of Lancashire, what the place could aspire to be and the opportunities it could seek to grasp.
- Over **90%** of these different elements of engagement have been at senior level with the private sector.
- An **online survey** was also made available for people to register their views up to the end of September.

4.2 The evidence, key emerging themes and common considerations for the Lancashire story was presented to the Steering Group on 25th September (appendix 3). This group will be presented with the recommended next steps and activity on October 12th. New photography to encompass key themes, sectors, LEP projects and Lancashire businesses will take place early October. A separate presentation is planned for a special LEP Board meeting to take place at the end of October.

5. Activity and outputs since the appointment of SKV Communications

5.1 SKV Communications were appointed in late June and since then they have been working closely with the Chief Executive of Marketing Lancashire, Director of



Economic Development, the Head of Strategic Development, the Head of Business Growth and the Head of Communications from Lancashire County Council to fully immerse themselves in the LEP's key initiatives, projects and objectives including the City Deal, the Lancashire Growth Plan, Boost, the Strategic Economic Plan and the Enterprise Zone.

5.2 Digital Communications

The Lancashire Business Brief

This e-newsletter was launched mid-August and is distributed to the LEP database. The Lancashire Business Brief is a compilation of weekly positive economic and regeneration stories pulled from the across Lancashire and the North West's, online news outlets. These include:

- The Lancashire Evening Post
- The Lancashire Telegraph
- Lancashire Business View
- Insider magazine
- The Business Desk
- BBC Lancashire
- All the local and district papers in the County which have a digital channel.

Feedback from businesses, partners (and even some of the media owners featured in the Lancashire Business Brief) has been very positive, and it is also proving to be a very effective communications vehicle as it demonstrates the amount of public and private sector economic activity taking place across the County each week which is recognised by the LEP.

The Lancashire Business Brief is now hosted on the LEP website with an online version viewable in the news area. Activity is focused on increasing the LEP's database from its current total of circa 700 addresses.

The LEP Website

Before SKV undertakes a 'refresh' of some of the LEP's website copy, including descriptors and a clearer call to action, a number of structural website changes have been undertaken by Lancashire County Council's digital team

- SKV is in the process of auditing every section of the site and will begin to re-draft, change and tighten various sections as an ongoing 'organic' process, rather than a major re-launch
- Such rewrites will also start to include a new set of key messages and descriptors being developed by SKV which will incorporate some of the recommendations which have emerged from the Thinking Place consultation.



The LEP Newsletter

- While the Lancashire Business Brief is primarily focused on private sector and third-party news a new monthly LEP newsletter will be launching shortly
- This will be dedicated to the LEP and its key partner and project news, introducing the LEP Board Directors and showcasing key businesses across Lancashire. It will complement (not compete with) the Lancashire Business Brief weekly bulletin
- This will be launched in October.

Twitter

- To coincide with the October newsletter, SKV is soon to begin tweeting on behalf of the LEP for the first time
- They have researched and captured the Twitter account details of the County's 500 most influential businesses, journalists, agencies and key influencers and will conduct a phased 'follow and engage' strategy to raise awareness of the LEP Twitter feed
- Tweets will primarily consist of highlighting similar positive economic stories as featured in the Lancashire Business Brief, partner news/events and LEP specific content
- If anyone chooses to try and engage with the LEP (or potentially LCC or other LEP aligned partners) via twitter to raise a particular issue, grievance or personal matter then such exchanges will be referred to the Chief Executive of Marketing Lancashire.

LinkedIn

- Based on extensive client experience SKV has recommended that digital engagement is initially focussed on Twitter activity, the Lancashire Business Brief, the newsletter and the website
- However they are due to review the LinkedIn profiles/presence of LEP Board members and will recommend the best way to leverage individual profiles to help raise awareness of LEP activity

5.3 Media Relations

SKV has taken a very proactive role in media engagement on behalf of the LEP working closely with local media resulting in a tangible shift in attitude to the LEP and its work, including a more positive and open relationship with some media outlets who haven't been perceived as fully supportive.

LEP recent media highlights also include the positive inclusion of LEP key messages, photographs and quotes in a number of press stories 'owned' by third parties. These include:

- Northern Powerhouse Minister James Wharton's visit to Salmesbury EZ
- Wincanton's move to the Salmesbury EZ



- BAE System's academy ground-breaking

In addition to just reporting on the key role the LEP is playing in delivering some of these projects and schemes there has also been some 'turnaround' headlines in local press. For example;

- The previous negative reporting/perceptions about the perceived 'poor performance' of the Lancashire EZ has been countered by the news of Wincanton's relocation and the creation of new jobs.
- Graham Cowley, as a LEP Board representative, was fully briefed in advance of a special Insider breakfast in August focusing on East Lancashire which resulted in a positive outcome regarding perceptions of the LEP and the projects it has secured/delivered for East Lancashire.
- Mike Damms also helped inform an Insider piece regarding what positive impact the LEP has had on East Lancashire (yet to be published).

Further to the recent Lancashire Business View article featuring an interview with the Chief Executive of Marketing Lancashire about the communications and positioning work currently being undertaken by the LEP, the Times got in touch to ask if the LEP/Lancashire wanted to be involved in a two page paid for editorial piece as part of their 'Super North' Advanced Manufacturing supplement. This involved:

- Putting forward a Lancashire-based AEM partner (David Baird, EZ manager from BAE) to take part in a high-level debate in Manchester about the north and manufacturing
- A write-up of the debate, plus a two-page editorial feature which will appear in a special Times supplement focusing on AEM and manufacturing on October 1st
- Interviewees in the article include Edwin Booth, Tony Attard Chief Executive of Panaz Textiles, Andy Walker, Boost, and Kenny Gilmour, Operations Director from Victrex.
- The opportunity is to showcase Lancashire's aerospace, AEM, EZs and supply chain strengths as well as the work of the LEP.

Other Outputs

Lancashire Enterprise Zones as a 'brand'

SKV facilitated and supported discussions with the Head of Strategic Development for Lancashire County Council and the Chief Executive of Marketing Lancashire, along with consultants, agents and master planners, to explore and consider names for the Lancashire EZ sites. This was a complex process and included:

- Weighing up the different audiences and messages required
- Debating if locational references were more important than highlighting the commercial activity due to be undertaken at any given EZ site
- Whether heritage angles, or more esoteric approaches, were also appropriate from more of a branding/creative perspective

Subsequently SKV has undertaken more research into the naming process and captured the points and ideas raised at the meeting and has compiled a document which will form the basis for discussion at a future meeting of the EZ Governance Committee.

Hillhouse Enterprise Zone communications

- SKV were recently briefed on the Hillhouse EZ bid to government
- They responded quickly with a well-constructed and persuasive piece of communication articulating not only the potential of the Hillhouse site as a hub of chemical/polymer production but the wider Lancashire EZ context
 - This included linking the proposed Hillhouse activity to Blackpool Airport EZ (energy), Salmesbury and Warton (AEM) and further the City Growth Deal and Growth Plan.
 - NB NPL, the main landowner of the Hillhouse site, released their own version of the story before the LEP's was approved (without informing the LEP, LCC or any other partner) which picked up some local headlines.
 - The LEP was credited as the main agency driving the EZ bid in all reporting, and SKV managed to get a LEP quote retrospectively added to some of the NPL-led articles.

Strategic Transport Prospectus and Northern Powerhouse Positioning

- SKV were tasked to revise and design the latest version of the *Transport for Lancashire Prospectus* which is due to be published and distributed shortly, subject to Board approval.
- This piece is one of the LEP's most important 'calling cards' with Government and a key case-making tool to leverage awareness of the area's economic assets and growth plans by evidencing the importance of Lancashire's strategic infrastructure priorities to delivering Pan-Northern economic priorities.
- To help articulate this bigger picture message, SKV has drafted a new transport narrative which conveys how transport relates directly to Lancashire's other key economic priorities, including jobs and housing.
- The introductory piece also alludes to the City Growth Deal, Growth Plan, the Enterprise Zones and a number of other key initiatives.
- It also reinforces Lancashire's position as being at the heart, not the periphery, of the Northern Powerhouse.

This exercise is an excellent example of the much more media friendly, public facing and 'accessible' tone of voice that is developing across all of the LEP's communication channels.

5.4 Next Steps

- In addition to the pending digital activity as outlined above, plus an ongoing proactive media engagement linked to positive Lancashire economic stories, SKV is undertaking some additional 'bigger picture' strategic work.
- Core to this is an extensive mapping exercise of all significant economic and regeneration activity taking place in Lancashire over the next 10-20 years.
- As alluded to in the above rationale regarding the strategic transport narrative, this exercise is designed to break down the key elements within the City Deal,



the Growth Plan, and other medium to long term projects which the LEP is helping deliver.

- These are then to be overlaid with other major initiatives, such as Growing Places, Boost and Superfast Lancashire, which are being sponsored and/or delivered via the LEP and partners to build a powerful and legible picture of what, where and when key priorities and outcomes are and will be delivered.
- This will then give the LEP a 'total' evidence base, together with a timetable of milestones and opportunities, which has never been captured before from a communications perspective.

This will cut across all types of economic activity and strategies, both big and small, being implemented across the county (e.g. transport infrastructure, major research and innovation developments, commercial sectors, housing, jobs creation and skills) and further puts them into a geographical context to help address perception issues about where money is being invested.

As a result SKV plans to develop some LEP 'owned' strategy documents which are much more media and public friendly than the existing SEP and similar 'in-house' reports.

For example:

- *"Unlocking Lancashire's Potential - A Transformational Five Year Transport Plan"*
- *"Lancashire's Working – Jobs, Skills & Training Opportunities 2016-2020"*
- *"Make It In Lancashire – An Advanced Manufacturing & Aerospace Audit"*

Furthermore this approach will, by default, give the LEP a new series of key PR messages, a succinct, evidence-based suite of communications collateral and aims to crystalize and clarify what the LEP has achieved thus far and its plans for the future.

They will also playback elements of the Thinking Place narrative to ensure all messages are aligned. The first of these proposed prospectuses should be available by November.

Activity Summary

- Collectively all of the above activity has demonstrated to partners, media and external audiences that things are happening and that the LEP is listening
- There also a number of initiatives and projects underway which will increasingly dial-up the volume on the Lancashire success story so far and, more importantly, articulate the opportunity Lancashire offers regarding inward investment
- A more sophisticated, crafted and strategic approach to how the work of LEP is articulated is already making an impact, and there has been a tangible shift towards a more confident, proactive and positive positioning
- This has already yielded results through PR activity, face-to-face engagement and other activities
- Building on this, SKV will continue to distil and rework the key media messages generated by the LEP's (and Lancashire's) major projects, plans and aspirations across different sectors, different localities, and different beneficiaries, to ensure they are clearly and effectively communicated across digital, media and other PR channels.



Lancashire
Enterprise Partnership

- There is much more to come, but the step-change in the LEP's communications and the need for a new narrative for the LEP, and the county, is well underway.



**Appendix 1
Stakeholder Engagement**

**One to One Interviews
(conducted face to face or by telephone, organised in order of when the interview took place) highlighted yellow are private sector**

Mark	Cullinan	Chief Executive	Lancaster City Council
Marshal	Scott	Chief Executive	Ribble Valley Borough Council
Garry	Payne	Chief Executive	Wyre Borough Council
Tony	Attard	Group Chief Executive	Panaz
Allan	Oldfield	Chief Executive	Fylde Borough Council
Kim	Webber	Joint Managing Director	West Lancashire Borough Council
Edwin	Booth	Chairman	LEP
John	Cater	Vice Chancellor	Edge Hill University
Richard	Mellor	Chairman	Cummins Mellor
John	Styles	Fund Manager	Knight Frank
David	Welsby	Chief Executive	Hyndburn Borough Council
Mike	Nuttall	Chief Executive	South Ribble Borough Council
Steve	Sankson	Regional Director	NatWest
Harry	Catherall	Chief Executive	Blackburn with Darwen Borough Council
Andy	Bounds	Northern correspondent and Enterprise Editor	Financial Times
Jo	Turton	Chief Executive	Lancashire County Council
Dean	Langton	Strategic Director	Pendle Borough Council
David	Taylor	Chair	UCLan/LEP
John	Clayton	Head of BBC Radio Lancashire	BBC Radio Lancashire
Karl	Tupling	Executive Director North West	HCA
Iain	Hawkins	Head of Blackpool Cluster	Merlin Entertainments
Stephen	Fraser	Managing Director	United Utilities Group
Sir Howard	Bernstein	Chief Executive	Manchester City Council
Michael	Finnigan	Chief Executive	I2I
Neil	Jack	Chief Executive	Blackpool Borough Council
Neil	Farley	Head of Operations	Westinghouse
Janet	Simpson	Proprietor	Gibbon Bridge Hotel
Mark	Crabtree	Managing Director	AMS Neve Ltd
Pam	Smith	Chief Executive	Burnley Borough Council
Stuart	Sugarman	Chief Executive	Rosendale Borough Council
Adrian	Mills	General Manager	BBC North
Simon	Dixon	Development Manager	Praxis Real Estate Management Ltd
Richard	Logan	Chief Operations Officer	Silent Night
Mark	Smith	Vice Chancellor	Lancaster University
Mike	Damms	Chief Executive	East Lancashire Chamber of



			Commerce
Babs	Murphy	Chief Executive	North & Western Lancashire Chamber of Commerce
Anna	Doran	Head of Anglo/Scotland route	Virgin Trains
Paul	Harrison	Chairman	Ribby Hall Village
Peter	Taylor	Managing Director	Hotter/Beaconsfield Footwear Ltd
Daniel	Gidney	Chief Executive	Lancashire Cricket Club
Mike	Tynan	Chief Executive	Nuclear AMRC
Nathan	Thompson	Chief Executive	Duchy of Lancaster
Mike	Blackburn	Vice President	BT Global Government
Guy	Topping	Managing Director	The Barton Grange Group
Jennifer	Mein	Leader	Lancashire County Council
Frank	McKenna	Chief Executive	Downtown in Business
Richard	Evans	Senior Partner	KPMG
Cliff	Robson	Director of Industrial Capability	BAE Systems
Sara	Hilton	Head of HLF North West	Heritage Lottery Fund
Liz	Russell	Managing Director	Envirosystems Ltd
Gary	Hall	Chief Executive	Chorley Borough Council
Amanda	Parker	High Sheriff of Lancashire	High Sheriff of Lancashire
Bev	Robinson	Principal/Chief Executive	Blackpool & the Fylde College
Craig	Bancroft	Managing Director	Northcote & Ribble Valley Inns
Lorraine	Norris	Chief Executive	Preston City Council
Christine	Cort	Managing Director	Manchester International Festival
Ann	Jordan	Director	Benetimo Ltd
Andrew	Graham	Managing Director	Graham & Brown
Ian	Barton	Head of Strategy & Investment Planning, MAI Operations	BAE Systems
Robert	Holt	Managing Director, Community Services	Carillion
Simon	Rigby	Chief Executive	The Rigby Organisation
Graham	Cowley	Executive Director	Capita Local Government
Matthew	Riley	Chairman	Daisy Communications
Boyd	Hargreaves	Managing Director	Oswaldtwistle Mills
Jim	Carter	Master of Laws	Royal Institute of Chartered Surveyors
Clive	Drinkwater	Director - North West	UKTI
Alison	Clark	Director	Arts Council England
Charlie	Grimley	Secretary	Royal Lytham & St Annes Golf Club
Andrew	Stephenson	MP Pendle	UK Govt
Chris	Fleetwood	Development Director	Land Securities Group
Julie	Cooper	MP Burnley	UK Govt



**Appendix 2
Sector Focus Groups**

Developers, Commercial Agents & Housebuilders : 10th August 2015

Chris	Evenson	Managing Director	Eric Wright
Andy	Delaney	Director	Colliers
Brent	Forbes	Director	Petty
Caroline	James	Senior Partner	Trevor Dawson
Ian	Powell	Head of Business Development	Pinington
Michael	Conlon	Chairman	Conlon Construction / Forum Built Environment
Stuart	Sage	Area Manager	HCA
Andrew	Thorley	Regional Director	Taylor Wimpey
Steve	Robinson	Managing Director	Wain Homes

Visitor Attractions & Event : 10th August 2015

Richard	Simkin	General Manager	The Villa Group / Guild Hall & Charter Theatre
Ivan	Wadeson	Executive Director	The Dukes Theatre & Cinema
Jane	Kelly	Marketing & Business Development	Sandcastle Waterpark
Nick	Brooks	General Manager	WWT Martin Mere Wetland Centre
Ian	Watson	Libraries, Museums & Registrars Manager	Lancashire Museums
Kate	Walker	Marketing Manager	East Lancashire Railway
Stuart	Robertson	Owner	St Annes Beach Huts
Andrew	Howard	Marketing Manager	Grand Theatre Blackpool
Michael	Trainor	Executive Director	Leftcoast
Della	Belk	Business Development Manager	Blackpool Zoo

Higher & Further Education: 30th July 2015

Bev	Robinson	Principal and Chief Executive	Blackpool & the Fylde College
Steve	Gray	Chief Executive	Training 2000 limited
Joanne	Pickering	Director of HR	Forbes Solicitors
Claire	Shore	Snr Business Development Manager	Blackburn College
Kate	Mayers	Publicity & Comms Manager	Burnley College
Jamie	Hughes	Director of Business Development	Morecambe College
Lynne	Livesey	Head of the Lancashire Law School	University of Central Lancashire
Carl	Speight	Vice Principal Enterprise & Engagement	Preston's College
Michele	Lawty-	Director	Lancashire Skills Hub



	Jones		
Advanced Manufacturing : 4th September 2015			
Stephen	Greenhalgh	Managing Director	JJO
David	Baird	Programme Manager	BAE Systems
Stephen	Fitzsimons	Membership & External Affairs Manager North West	Engineering Employers Federation
Dave	McManaman	Managing Director	PPSI
Steve	Waterhouse	Managing Director	Die Cut UK
Stephen	Johnson	Managing Director	Paper Innovation
Tony	Brown	Operations Director	Safran-Aircelle
Food & Drink: 29th July 2015			
Ian	Steel	Managing Director	J Atkinson & Co
Joycelyn	Neve	Managing Director	Seafood Pub Company
Patrick	Beaume	Owner	Cartford Inn
Simon	Barnes	Owner	Bashall Barn Food Visitor Centre
Hotels & Accommodation: 6th August 2015			
Andy	Lemm	General Manager	Lancaster House Hotel
Vanessa	Thackray	Personnel Manager	Lancaster House Hotel
Carol	Sleet	Sales Manager	James Places
Jane	Waterworth	Marketing Director	Shire Hotels/Thwaites
Philip	Wharton	General Manager	Stanley House
Lesley	Yates	Partner	Canal Boat Cruises
Samantha	Lewis	Director	Dalmeny Hotel
Charlotte	Gili-Ross	Brand & Communications Manager	Ribby Hall Village
Ivan	Lynch	General Manager	Dunkenhalgh Hotel
Daniel	Rich	General Manager	Barton Grange Hotel
Rural Economy : 10th August 2015			
Ann	Turner	Chief Executive & Principal	Myerscough College
Kevin	Kelly	Visitor Services Manager	RSPB Nature Reserve
Anne	Selby	Chief Executive	Lancashire Wildlife Trust
Steve	Higham	Trust Enterprise Manager	Super Slow Way
David	Hall	Regional Director	NFU
Tom	Gill	Head of Environment	Promar International
Debbie	Garritty	Communications Manager	Duchy of Lancaster
Hetty	Byrne	Sustainable Tourism Officer	Forest of Bowland AONB



John	Welbank	Advisor / Owner	Rural Futures / Ireby Green Farm
Media & Network : 9th September 2015			
Richard	Slater	Owner / Editor	Lancashire Business View
Ian	Coupe	Director	Shout Network
Danny	Davis	Business Development Manager	Downtown In Business
Gary	Lovatt	Regional Vice Chairman	FSB
Tedd	Walmsley	Managing Director	Ribble Valley Live
Cassandra	Troughton	Account Manager	This is Global
Creative & Digital Sector : 10th August 2015			
Paul	Billington	Managing Director	Cowperstone
Tom	Stables	Managing Director	3 Man Factory
Michael	Gibson	Managing Director	Mirarlis Consulting
Chris	Bates-Keegan	Director	Lighten
Pete	Walker	Managing Director	JP74
Adam	Davis	Managing Director	Soap Media
Charles	Hadcock	Managing Director	Roach Bridge Tissues/Chair of Creative Lancashire
Tom	Grattan	Director & Brand Consultant	Tom Grattan



Appendix 3

Steering Group Attendees – 25th September 2015

Edwin	Booth	Chair
Ruth	Connor	Chief Executive Marketing Lancashire
Tony	Attard	Chief Executive Panaz
Paul	Harrison	Chief Executive Ribby Hall Village
Nathan	Thompson	Chief Executive Duchy of Lancaster
Steve	Sankson	Regional Director NatWest
Craig	Bancroft	Managing Director Northcote & Ribble Valley Inns
Janet	Simpson	Managing Director Gibbon Bridge Hotel (+ R Swarbrick)
Amanda	Parker	High Sheriff of Lancashire
David	Baird	BAE Systems
Daniel	Gidney	Chief Executive Lancashire Cricket Club