



Company Number: 07388600

Lancashire Enterprise Partnership Limited Board

Tuesday, 2nd February, 2016 in Cabinet Room 'D' - The Henry Bolingbroke Room, County Hall, Preston, at 6.00 pm

Agenda

Part I (Items Publicly Available)

- 1. Welcome and Apologies for Absence**
- 2. Minutes of the meeting held on 15th December 2015** (Pages 1 - 12)
- 3. Matters Arising**
- 4. Declarations of Interest** (Pages 13 - 14)
- 5. Advanced Manufacturing Research Centre (NW) Presentation**
Powerpoint by Professor Keith Ridgeway, Sheffield University and Professor Stephen Decent, Lancaster University
- 6. Science and Innovation Audits**
Verbal report by Professor Stephen Decent, Lancaster University
- 7. LEP Repurposing Session - 15th January 2016**
Verbal update from the Chairman on the recent Repurposing Session
- 8. LEP Governance and Sub Committees Decisions Report** (Pages 15 - 26)
- 9. Combined Authority / Devolution Deal Update Report** (Pages 27 - 28)
- 10. Strategic Marketing Update Report** (Pages 29 - 36)
- 11. Any Other Business**
- 12. Date of Next Meeting**
The next meeting of the LEP Board is scheduled for Tuesday 5th April 2016, 6pm, County Hall, Preston.

Part II (Items that are Private and Confidential)

- 13. Growth Deal Project Funding Approval Report (Pages 37 - 42)**
- 14. Growth Deal Skills Capital - Round 2 Report (Pages 43 - 52)**



Lancashire Enterprise Partnership Limited Board

Minutes of the Meeting held on Tuesday, 15th December, 2015 at 6.00 pm at the Cabinet Room 'D' - The Henry Bolingbroke Room, County Hall, Preston

Present

Edwin Booth (Chair) - in part and County Councillor Jennifer Mein (Chair) - in part

Mike Blackburn
Councillor Simon Blackburn
Jim Carter
Graham Cowley
Mike Damms

Richard Evans
Dave Holmes
Councillor Phil Riley
Professor Mark Smith
Councillor Mark Townsend

In Attendance

Tom Flanagan, Director Place, Blackburn with Darwen Borough Council
Andrew Good, Head of Service Financial Management, Lancashire County Council
Martin Kelly, Director of Economic Development, Lancashire County Council
Andy Milroy, Company Services Officer, Lancashire County Council
Pam Smith, Chief Executive, Burnley Borough Council
Jo Turton, Chief Executive, Lancashire County Council
Ian Young, Company Secretary

1. Welcome and Apologies for Absence

The Company Secretary, Ian Young, informed the Board that the Chair, Edwin Booth, Jo Turton (Chief Executive, Lancashire County Council) and Martin Kelly (Director of Economic Development, Lancashire County Council) would be late to the meeting due to a conference call they were undertaking with Central Government.

The Board resolved to appoint County Councillor Jennifer Mein as Chair in Mr Booth's absence.

The Chair welcomed all to the meeting, apologies for absence were presented from Board Members Malcolm McVicar, Councillor Stuart Hirst, Dennis Mendoros, Mike Tynan and David Taylor. Officer apologies were presented from Neil Jack (Chief Executive, Blackpool Council).

2. Minutes of the Board meeting held on 6th October 2015 and Special Board Meeting held on 30th October 2015

Resolved: The minutes of the Board meeting held on 6th October 2015 and the Special Board meeting held on 30th October 2015 were agreed as an accurate

record and signed by the Chair.

3. Matters Arising

None

4. Declarations of Interest

Professor Mark E Smith declared an interest in items relating to Lancaster University due to his executive role at Lancaster University.

Councillor Mark Townsend declared as the Leader of Burnley Borough Council, that he had an interest in Item 14 – Growth Deal Process, specifically Burnley Vision Park.

Mike Blackburn declared as an employee of BT that he had an interest in Item 9 – Superfast Broadband Update as BT is the support of services to Superfast Lancashire.

Councillor Phil Riley declared, as the Regeneration Portfolio Member at Blackburn with Darwen Borough Council, that he had an interest in Item 13 – Northcote Café @ Blackburn Cathedral.

Richard Evans declared, in relation to Item 14 – Growth Deal Update, that on behalf of his employer KPMG he is the appointed Auditor of Maple Grove Developments Limited.

The Board approved that all Directors interest be authorised, permitted them to remain in the room during discussions, but excluded them from voting on their declared interests should a need to vote arise.

At this point the Board agreed to consider a number of agenda items out of sequence.

7. Developing a Strategic Marketing Proposition for Lancashire

Ruth Connor, Chief Executive, Marketing Lancashire presented a report (circulated) which updated the Board on the development of a strategic marketing proposition for Lancashire.

It was reported to the Board that Mr Tony Attard OBE, Group Chief Executive of Panaz Ltd had been appointed as the new Chair of Marketing Lancashire. The LEP Board welcomed the appointment of Mr Attard.

The Board was reminded that at the Board meeting held in March 2015 approval was given to progress with the procurement of a strategic marketing tender that was split into two key elements – developing a Lancashire story and a 12 month media and communications campaign.

The Board subsequently appointed two agencies Thinking Place and SKV Communications at the Board meeting held in June 2015 to undertake the work.

With regard to progress made, it was reported that Thinking Place had been appointed to develop and deliver the Lancashire economic narrative or 'story' and had carried out an engagement exercise with both public and private sector through over 70 one-to-one conversations, 9 sector focus groups, 5 workshops, an online survey and desk research.

The evidence gathered was presented to the Steering Group on 25th September 2015 and 12th October 2015 with approval gained to progress to the next stages which include the creation of a visual identity, the development of a Lancashire Ambassador programme and for the Marketing Lancashire Board to take the role of the Place Board.

SKV has taken a proactive role in media engagement on behalf of the LEP and various examples of newspaper and magazine articles were presented to the Board that have featured the LEP with various others scheduled for the future. Additional updates were provided on communication work on the City Deal, Digital Communications, the LEP website, the LEP Newsletter, Twitter and other media. Various events have been arranged to raise the LEP's profile further in 2016 as set out in the report presented.

With regard to City Deal it was stated that in the LEP's 2014-15 Core Funding application, £25k was included to support specific marketing and communications activity to promote the City Deal. It was intended that this funding would support partners to raise the profile of this key LEP initiative amongst regional and national investors, developers and house-builders, using a wide range of communication and media channels. The £25k was identified on the basis that it would be matched by City Deal partners. The Board was requested to approve that this funding now be made available to City Deal partners to support the implementation of the City Deal's new marketing and communications strategy.

Resolved: The LEP Board:

- (i) Noted the report.
- (ii) Approved the proposed approach to continuing to develop a strategic marketing proposition for Lancashire, as set out in the report.
- (iii) Agreed to delegate authority to Lancashire County Council's Director of Economic Development and the Chief Executive of Marketing Lancashire to progress with the outputs required from this project.
- (iv) Noted and welcomed the recent appointment of Mr Tony Attard OBE, Group Chief Executive of Panaz Ltd, as the new Chair of Marketing Lancashire as set out in the report.
- (v) Approved the funding proposal, as set out in 5.9 and 5.10 of the report, to make available £25k for the City Deal Marketing and Communications

Strategy; and

- (vi) Approved the confirmation of the Chief Executive of Marketing Lancashire as the LEP's Media Communications and PR lead as set out in 5.23 of the report and requested that the Chief Executive provide regular updates to the LEP Board on the work programmes and outputs of the appointed consultants.

8. LEP Governance and Sub Committees Report

Andy Milroy, Company Services Officer, Lancashire County Council presented a report (circulated) which provided an overview of the work undertaken by each of the LEP Committees since the last LEP Board meeting.

In addition to the information contained within the report, Mike Damms reported that he had, as the LEP's nominated representative, attended the Transport for the North – Northern Freight and Logistics Strategy Reference Group and would continue to provide updates of future meetings as appropriate.

The Chair of the City Deal Executive, Jim Carter, stated that whilst the City Deal Executive and Stewardship Boards have not formally met, lots of work had been undertaken and the City Deal continued to progress well towards its delivery targets.

Resolved: The LEP Board noted the updates provided in relation to the Committees of the LEP.

10. ESIF Update

Sean McGrath, Development and Corporate Resources and Andy Walker, Head of Business Growth (both Lancashire County Council) presented a report (circulated) which set out the latest position on the development of Lancashire's European Structural and Investment Funds (ESIF) strategy.

It was reported that in October 2015 the Government issued revised ESIF funding allocations and outputs to all 39 LEP area sub committees. The revised allocations, for both European Regional Development Funds (ERDF) and Social Funds (ESF) were partly based upon a change in the exchange rate between the Euro and Sterling since the original allocations, some 18 months previous, and alterations made by Government in funding for different priorities.

The changes in the exchange rate (euro to sterling) have resulted in the overall Lancashire ESIF programme reducing from £230m to £188m. This is based upon a new planning exchange rate of £0.71 rather than £0.85. This translates into a £112m ERDF programme and a £75m ESF programme (£23m and £15m reductions respectively).

The exchange rate will be reviewed twice a year and as a result the allocation to Lancashire could up as well as down. It was noted that in the previous North

West European programme exchange rate changes result in an extra £50m becoming available which was used to support Superfast Broadband interventions in Lancashire and across the North West.

In summary, it was reported that there are still significant levels of resource to be accessed through the ESIF programme despite the reduction as a result of exchange rate changes. However, the ERDF programme is now focused on revenue type activity with any support for capital expenditure being limited. This will impact upon the ability of the ESIF programme to support eligible capital projects with Growth Deal funding and also increase the requirement locally for revenue match in support of direct business support (which will have been exacerbated by the Government's recent decision re MAS and the Business Growth service).

Workshops are scheduled to be held in the New Year which will support the develop of projects to access remaining resources but a key requirement will be the availability of local match funding to facilitate the drawdown of ESIF resources.

Resolved: The LEP Board noted the report and current position regarding ESIF, ERDF and ESF Funding.

9. Superfast Broadband Update Report

Sean McGrath presented a report (circulated) regarding the roll out of Superfast Broadband in Lancashire.

It was reported that the national target is to have 95% of premises with access to Superfast Broadband by the end of 2015, in Lancashire this figure is likely to be closer to or at 97% (taking into account commercial delivery).

Of the premises in Lancashire approximately 76% will be covered through commercial delivery (BT, Virgin and B4RN) leaving 24% in the 'white' area and eligible for public intervention. These areas are in the main rural but not exclusively so, e.g. South Shore and Bentham.

Phase 1, delivering to 21% of premises, commenced in 2013 through a partnership between Lancashire County Council and British Telecom with additional financial support from the North West European Regional Development Fund (ERDF), Broadband Delivery UK (BDUK), Blackpool and Blackburn with Darwen Borough Councils. The total Phase 1 project is currently worth c.£30m and will have delivered Superfast access to over 124,000 premises (households) by its completion, with another 22,000 able to access speeds greater than 2mbps yet less than 24mbps (Total coverage is 146,000 premises).

At the time of writing in excess of 120,000 premises and in excess of 9,000 ERDF eligible SMEs (a key delivery output in order to access ERDF funds) now have access to Superfast Broadband in the 'white area'.

The roll out of Phase 1 is anticipated to be completed by the end of January /

Early February 2016.

Phase 2 of the Lancashire project, the Superfast Extension Programme (SEP), will start early in 2016 and will provide access to an additional 12,000 premises by a target date of the end of 2017. This project will be worth a maximum of £7.68m provided by Lancashire County Council and BDUK on a 50:50 basis.

By the end of Phase 2 Lancashire Superfast rollout it is envisaged that approximately 99% of premises in Lancashire will have access to Superfast Broadband services (taking into account commercial delivery). BDUK and the County Council are currently looking at options for delivering to the very hardest to reach places and communities including Satellite, Wi Fi and 4G connectivity.

Resolved: The LEP Board noted the update regarding the Lancashire Superfast Broadband project.

6. Science and Innovation Audits

At this point Edwin Booth, Jo Turton and Martin Kelly joined the meeting with Edwin Booth and took the Chair for the remainder of the meeting.

Professor Mark Smith, Vice Chancellor, Lancaster University presented a report (circulated) which updated the Board on Science and Innovation Audits (SIAs).

Professor Smith explained that the report briefly set out the policy context and purpose of SIAs, and sought Board approval for developing Lancashire's approach to developing an EOI submission in early 2016.

It was reported that in late November 2015, the Department for Business, Innovation & Skills (BIS) announced their intention to invite organisations throughout the UK with an interest in research and innovation to form consortia and express an interest in undertaking a Science and Innovation Audit . SIAs are intended to help build evidence of potential global competitive advantage and begin to identify routes to realise that potential.

Following discussion the with LEP Chair, and subject to Board approval, the Vice-Chancellor has agreed to lead a small project team, including senior representatives from UCLAN and Edge Hill and Cumbria Universities, with support from LEP officers, to advise the LEP and progress Lancashire's SIA case-making.

It was reported that the First Wave Deadline for Expressions of Interest (EOI) was 29 January 2016 with decisions on highest priority SIAs taken during March 2016. During April – June 2016 the first wave of SIAs will be completed with the second wave opening for EOIs in summer 2016.

It was proposed that Professor Smith direct a small team, involving senior representatives drawn from Lancaster, UCLAN, Edge Hill and Cumbria University, with support from LEP officers, to scope Lancashire's approach to taking forward its SIA analysis and advising on possible consortia arrangements.

This work stream will also provide the opportunity to refresh the LEP's current innovation framework which was developed in support of the SEP. In the meantime, the initial views of the Board on the key strengths and assets for consideration in the development of Lancashire's SIA analysis were welcomed and received.

If required to advance this work stream, Professor Smith will submit a funding proposal, drawing on available LEP Core Funding, for future Board consideration and approval.

It was noted that the Board may need to hold a special meeting in late January, or the Executive Committee may need to consider an update report and agree the preferred way forward, as the next Board meeting is scheduled for 2 February. The deadline for first wave SIA Expressions of Interest is 29 January.

Resolved: The LEP Board:

- (i) Noted the contents of the report.
- (ii) Agreed to nominate Lancaster University, under the direction of the Board, as the lead body for a Lancashire-led Science and Innovation Audit, in consultation with UCLAN, Edge Hill University and Cumbria University.
- (iii) Appointed the Vice Chancellor of Lancaster University to lead and develop Lancashire's case-making, as outlined in section 5 of the report, and requested that he submit a further report to the Board to update and agree Lancashire's SIA approach; and
- (iv) Requested the Vice Chancellor of Lancaster University submits a funding proposal, with rationale in support of developing Lancashire's SIA case-making, to the next Board meeting.

5. Lancashire Combined Authority / Devolution Deal Update

The Chair, Edwin Booth, and various public sector representatives, gave an update on discussions regarding the Lancashire Combined Authority / Devolution Deal.

It was reported that discussions had taken place with Baroness Williams to report on progress made to date by Lancashire and the feedback was positive.

The Chair stated that the LEP was there to serve Lancashire and the Districts in whatever form it takes in the future and would wish to work closely with all Councils to progress the proposals.

Resolved: The LEP Board agreed to support the Lancashire Councils to develop the case making in support of the Lancashire Combined Authority / Devolution Deal.

11. Any Other Business

None

12. Date of Next Meeting

It was noted that the next LEP Board meeting was scheduled for Tuesday 2nd February 2016, 6pm, Cabinet Room 'D' - The Henry Bolingbroke Room, County Hall, Preston.

Part II

At this point the LEP Board approved that the meeting move into Part II, Private and Confidential to consider the remaining items which contained exempt information provided in confidence as defined in the Freedom of Information Act 2000. 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.

14. Growth Deal Update

Martin Kelly, Director of Economic Development, Lancashire County Council, presented an update report (circulated as private and confidential) regarding Growth Deal funding. It was explained to the Board that the proposals contained within the report had been considered and recommended for approval by the Growth Deal Management Board.

Resolved: The LEP Board:

- (i) Approved funding for the Burnley-Pendle Growth Corridor Improvements Scheme as set out in the report.
- (ii) Agreed to use any underspends which may arise in the LEP's Growth Deal programme to meet any increased call from existing schemes or small-scale pipeline projects.
- (iii) Agreed that schemes submitting Expressions of Interest for future Growth Deal funding consideration prepare and submit an Expression of Interest which is business case ready.
- (iv) Agreed to use unallocated Growth Deal funding to support priority schemes, including a maximum of £1.35m to support the delivery of Northlight, Burnley Vision Park and Café Northcote @ the Cathedral;
- (v) In relation to the M55 Heyhouses Link Road scheme approved a variation to the drawdown of the £2m Growth Deal funds allocated to the scheme to support its delivery as set out in the report.
- (vi) With regards to the AEM-TEC scheme, the Board requested that AMRC colleagues present a revised scheme to the LEP Board at its 2 February meeting.

- (vii) Agreed that up to £1.8m of the £3.68m unallocated Growth Deal Skills Capital Funding can be used to meet any increased call from existing Growth Deal schemes, and, agreed in principle to the Skills and Employment Board's request to use the remaining £1.88m of unallocated Skills Capital funding being used to support the outcome of the forthcoming Area Based Review.
- (viii) Supported the development of a strategic pipeline of schemes for consideration in any new Growth Deal allocations or other competitive funding opportunities.
- (ix) Approve the appointment of Warwick Economic & Development Ltd to deliver the Framework Agreement for Lancashire's Growth Deal Evaluation Plan Arrangements; and
- (x) Note the key points from the Chancellor's Autumn Statement as reported.

13. Growing Places Funding Update

Martin Kelly presented a report (circulated as private and confidential) which provided an update on Growing Places Funding.

Resolved: The LEP Board:

- (i) Noted the performance of its Growing Places Fund.
- (ii) Approved that the Café Northcote @ the Cathedral project be allocated Growth Deal Funding.
- (iii) Agreed to consider and review the LEP's Growing Places Fund investment principles following the Board's Repurposing Event to be held in January 2016.
- (iv) Agreed to allow no more than 20% of the Growing Places Fund balance to be used in a cash-flow capacity to support the delivery of the LEP's Growth Deal programme; and
- (v) Agreed to use the interest generated to date from the LEP's Growing Places Fund in support of the delivery of the LEP's strategic objectives.

15. Growth Deal Skills Capital - Round 2 - Allocations

Dr Michele Lawty-Jones, Director Lancashire Skills Hub, presented a report (circulated as private and confidential) regarding allocations from Round 2 of the Growing Places Fund.

It was reported that the second round of Growth Deal Skills Capital funding was launched on 14th September 2015. Expression of Interest (EOIs) were sought by

2nd November 2015 to allocate the remaining £12.6m of Skills Capital Funds. Ten EOIs have been received totalling £8.92m. The EOIs were considered by the Lancashire Skills and Employment Board with the following recommendations made to the LEP Board:

1. Lancashire Centre of Excellence for Digital Technology and Innovation (Equipment) – Amount of Grant £125,000 – Recommendation – Proceed to Full Business Case with conditions.
2. Energy Simulator Suite for the proposed Lancashire Energy HQ (Equipment) – Amount of Grant £166,500 – Recommendation - Request a revised EOI before going to Full Business Case.
3. Mechanical and Electrical Replacements, South and Montreal Buildings (Estate) - £524,808 – Recommendation - Proceed to full business case with conditions.
4. Lancaster Campus Teaching Hub (Estate) – Amount of Grant £2,500,000 – Recommendation - Proceed to Full Business Case with conditions.
5. The Edge Hill University Technology Hub (Equipment and Estate)– Amount of Grant £3,000,000 – Recommendation - Proceed to Full Business Case with conditions.
6. Lancashire Adult Learning College – move to Brierfield Mill (Estate) - Amount of Grant £750,000 – Recommendation - Request a revised EOI before going to Full Business Case.
7. Advanced Manufacturing Capital for Skills Development & Employer Engagement (ACaDEmE) (Equipment) - Amount of Grant £367,000 – Recommendation - Proceed to Full Business Case with conditions.
8. Food and Farming Innovation and Technology Centre (FFIT) (Equipment and Estate)- Amount of Grant £1,000,000 (total £3,000,000 as already awarded £2,000,000 in round one) – Recommendation - Proceed to Full Business Case with conditions.
9. Enhancing IT Infrastructure (Equipment) - Amount of Grant £400,000 – Recommendation - Proceed to Full Business Case with conditions.
10. Advanced Manufacturing Centre (Equipment) - Amount of Grant £88,860 – Recommendation - Proceed to Full Business Case with conditions.

Resolved: The LEP Board:

- (i) Approve the recommendations from the Skills and Employment Board in relation to the EOIs allocations as set out.
- (ii) Agreed to delegate authority to the Skills and Employment Board to approve the two revised EOIs for the Energy Simulator Suite and Lancashire Adult Learning applications should the concerns from the

appraisals be addressed to the satisfaction of the Skills and Employment Board.

- (iii) Approved the recommendation from the Skills and Employment Board to reserve the unallocated Skills Capital Funds to support the outcomes of the Area Based Review, and for this to be communicated to the Growth Deal Management Board who have oversight of the full Growth Deal Programme.

16. Proposed Scoping Study into a Supply Chain

The Chairman, Edwin Booth, declared an interest in this item, under Part II (private and confidential). The Board agreed in accordance with the Company's Articles that the Chairman could nevertheless participate in the discussion although he opted not to vote on the issue.

Ian Young, Company Secretary presented a report (circulated as private and confidential) regarding previous discussions Board Members have had in relation to a proposed supply chain scoping study.

Mr Young set out the position of both the County Council, as accountable body for the LEP, and the position of the LEP in general with regard to the proposal.

Having regard to the debate, the Chairman indicated that he would consider the position further and report back to the next meeting of the Board.

Resolved: The Board noted the report and the Chairman's intention to report back to the next meeting.

Agenda Item 4

Director's Declaration of Interest in Proposed Transaction or Arrangement

LANCASHIRE ENTERPRISE PARTNERSHIP LIMITED

Name	
Date of Notification	
Date of Consideration of Item (i.e. date of Board meeting)	02.02.16
Item Number (if relevant)	
Description of Transaction	
Nature of Interest	



Lancashire Enterprise Partnership Limited

Private and Confidential: NO

Date: 2nd February 2016

**LEP Governance and Sub Committees Decisions Report
(Appendices 'A' and 'B' refer)**

**Report Author: Andy Milroy, Company Services Officer, (01772) 530354,
andy.milroy@lancashire.gov.uk**

Executive Summary

This report extracts the key items considered by each of the Lancashire Enterprise Partnership (LEP) Board Sub-Committees at their recent meetings, and where applicable, and if not considered elsewhere on the Board's main agenda, contains decisions referred to the Board by the Sub-Committees for approval.

In relation to LEP Governance matters this report also contains the NIL dormant company accounts for the year ending 30th September 2015 for Board approval.

Recommendations

The LEP Board is asked to:

- (i) Note the updates provided in this report in relation to the Committees of the LEP, and;
- (ii) Approve the accounts and financial statements for the period ending September 2015 as set out at Appendices 'A' and 'B'.

Background and Advice

The Lancashire Enterprise Partnership Board (LEP) approved a LEP Assurance Framework on 17th March 2015 which was subsequently submitted to Government as final in April 2015. The Assurance Framework is made publically available on the LEP website: <http://www.lancashirelep.co.uk/about-us/about-the-lep.aspx>

The Assurance Framework ensures that the LEP records decisions taken by the LEP and its Sub-Committees in an open and transparent way. The purpose is to ensure that arrangements are in place enabling effective and meaningful engagement of local partners and the public, and that those arrangements operate transparently with LEP decisions capable of being independently scrutinised.



Since the implementation of the LEP Assurance Framework, the LEP and its Sub-Committees publish their agendas and minutes on the LEP website. In order to ensure the LEPs decision making is open and transparent in relation to the Sub-Committees this report presents updates from each of the Sub-Committees and, where applicable, contains decisions that are outside of the Sub-Committees powers and require referral to the LEP Board for approval.

1. Executive Committee

No decisions have been taken by the Executive Committee since the last meeting of the LEP Board.

2. Transport for Lancashire Committee

The Transport for Lancashire Committee has not needed to meet since the last meeting of TfL held on 2nd December 2015. The next scheduled meeting of TfL is 31st March 2016.

Full agendas and minutes for Transport for Lancashire meetings can be accessed here: <http://council.lancashire.gov.uk/ieListMeetings.aspx?CommitteId=956>

3. City Deal Executive and Stewardship Board

The City Deal Executive and Stewardship Board, Chaired by Jim Carter (Executive) and Karl Tupling (Stewardship Board) met on 8th January 2016.

Executive and Stewardship Board meeting – 8th January 2016

6 Monthly Monitoring Report

This detailed report covering April to September 2015 evidenced the good progress made against the City Deal government performance measures with housing completions on target for the year and ahead of forecast since the Deal was signed. These figures are supported with strong performance in office to residential conversions and bringing empty properties back in to use. Commercial floor space activity remains flat however there was a significant logistics letting in South Ribble (Amazon). Preston continues to position itself in IT / business processing market having benefitted from a large global inward investment at Tulketh Mill. The Homes and Communities Agency (HCA) reported positive progress on all eleven City Deal HCA sites with over £8m loan funding paid into the City Deal Infrastructure Delivery Fund with scheduled grant payments on track for 2016/17.

City Deal Reappraisal Findings Report

The Executive and Stewardship Board (E&SB) previously agreed to undertake a review of progress to: note areas where strong and sustained progress is being made; highlight challenges to be addressed; and consider future areas of activity and



potential investment. The E&SB considered a report summarising the review which incorporated: a facilitated technical session with the Council Chief Executives, chairs of the E&SB and Chief Executive of Marketing Lancashire; 1:1 sessions with Jim Carter and the Council Leaders; a technical workshop for the Councils and HCA; and a facilitated session with private sector house-builders and developers. Three consistent themes emerged from the sessions; visible strong governance and leadership; acceleration of pace and delivery; and identification of transformational projects. The E&SB approved a number of recommendations to support these themes.

City Deal Resources Review

In the light of the demonstrable progress being made by the City Deal and following Comprehensive Spending Review announcements and increasing budget pressures on the three councils and the HCA the E&SB approved a resource review be undertaken with findings to be reported back to the March meeting of the E&SB.

City Deal Skills and Employment Plan

The E&SB received a presentation from Dr Michelle Lawty-Jones on the findings of City Deal Skills and Employment work commissioned in 2015. The work, aligned with the LEP's Skills and Employment Plan, has identified a number of specific City Deal areas of activity, including construction sector (and supply chain measures), careers advice and guidance, maximising social value of large infrastructure projects, and business and inward investment support. The E&SB approved these priority actions and establishment of a Skills and Employment Steering Group to oversee implementation.

Marketing and Communications Strategy

The E&SB considered and approved a Marketing and Communications strategy for the period January 2016-March 2017. The strategy is aligned with and supported by the LEPs ongoing marketing and communications work.

City Centre Development – Markets Quarter

The E&SB considered a report setting out plans for redevelopment of the Markets Quarter, the economic growth of the city centre is a core ambition of the City Deal and the E&SB approved mechanisms to support the ongoing development of the Markets Quarter.

Looking forward, the E&SB will be considering the City Deal Business Plan for 2016/17 at its meeting in March.

Full agendas and minutes for the Combined City Deal meetings can be accessed here: <http://council.lancashire.gov.uk/ieListMeetings.aspx?CommitteeID=1072>



4. Growth Deal Management Board

The Growth Deal Management Board, Chaired by Graham Cowley, met on 18th January 2016.

Board Meeting held on 18th January 2016

The Board considered and approved reports and presentations on the following:

- (i) Business Case Presentations regarding The Engineering and Innovation Centre, the Redevelopment of Brierfield Mill and Making Rooms – Lancashire's First Fab Lab.
- (ii) Decisions endorsed by the LEP Board at the Board meeting held on 15th December 2015 in relation to Growth Deal Funding.
- (iii) Growth Deal Skills Capital Round 2 tender process and referrals to the LEP Board regarding unallocated funds.
- (iv) Various decisions relating to Growth Deal Finance adjustments.
- (v) An update report regarding the M55 to St Annes Link Road Project.
- (vi) An update report regarding Local Growth Fund Agreements, including the Burnley, Pendle, Hyndburn Growth Corridor, and;
- (vii) A Growth Deal Implementation process document.

A separate report is included in this agenda relating to decisions referred to the LEP Board for consideration regarding Growth Deal Project Funding Approval.

The reports and minutes for Growth Deal Management Board meetings can be accessed here:

<http://council.lancashire.gov.uk/ieListMeetings.aspx?CommitteeID=1218>

5. Enterprise Zone Governance Committee

The Enterprise Zone Governance Committee met on 26th January 2016.

Committee Meeting held on 26th January 2016

The Committee met and considered an update report on the Delivery of Lancashire's Enterprise Zone Programme

The update included progress made in respect of delivering Lancashire's original EZ bid, the Lancashire Advanced Engineering and Manufacturing EZ, which has sites at Samlesbury and Warton, and sought approval for the principles identified in the draft Commercial Development Framework which had been produced for the Samlesbury site.

The update also provided the EZ Governance Committee with an overview of the two newly awarded EZ sites at Blackpool Airport and Hillhouse International which were announced by Government in the Chancellor's Autumn Statement, following



the submission of bids to Government by the Lancashire Enterprise Partnership (LEP) in the Summer and Autumn of 2015.

The EZ Governance Committee agreed to:

- 1) Note the progress made in delivering the Lancashire Advanced Engineering and Manufacturing EZ;
- 2) Approve the draft Commercial Development Framework which has been produced for the Samlesbury site of the Lancashire Advanced Engineering and Manufacturing EZ;
- 3) Note the successful award of EZ status by Government to the Blackpool Airport and Hillhouse International sites; and
- 4) Approve the governance and progress monitoring arrangements, to manage the delivery of the four sites within Lancashire's EZ Programme.

Full agendas and minutes for the Enterprise Zone Governance Committee meetings can be accessed here:

<http://council.lancashire.gov.uk/ieListMeetings.aspx?CommitteeID=1171>

6. Lancashire Skills and Employment Board

The Skills and Employment Board, Chaired by Amanda Melton, met on 27th January 2016.

Board Meeting – 27th January 2016

The Board considered and approved reports on the following:

- (i) An update from the Lancashire Skills Hub.
- (ii) A Skills and Employment Strategic Framework.
- (iii) An update on Combined Authority and Devolution Deal.
- (iv) Growth Deal Skills Capital Round 1 and 2 updates.
- (v) City Deal Skills and Employment Study / Plans.
- (vi) Science and Innovation Audits, and;
- (vii) Growth Deal Capital – Round 2 – Appraisal of revised Expressions of Interest fast-tracked Business Cases.

The Growth Deal Capital – Round 2 – Appraisal of revised Expressions of Interest and fast-tracked Business Cases has been referred to the LEP Board for approval and is included in this agenda as a separate report.

Full agendas and minutes for the Lancashire Skills Board meetings can be accessed here: <http://council.lancashire.gov.uk/ieListMeetings.aspx?CommitteeID=1011>



7. Performance Committee

The Performance Committee, Chaired by Richard Evans, formally met for the first time on 8th January 2016.

Committee Meeting – 8th January 2016

The Committee considered and approved reports on the following:

- (i) An operational review of the Performance Committee.
- (ii) Key Performance Indicators and Risk Management Register, and;
- (iii) Reporting mechanism with the LEP Board.

In considering the operation of the Performance Committee the Committee resolved to include a number of standing items on future agendas including a recommendation that each of the other LEP Committees produce a one / two page summary for consideration by the Performance Committee and that Chairs of the other LEP Committees be invited on a rotational basis to Performance Committee meetings to discuss performance and any key items.

The LEP Board is asked to consider and approve the suggested operational approach of the LEP Performance Committee.

Full agendas and minutes for the Performance Committee meetings can be accessed here:

<http://council.lancashire.gov.uk/ieListMeetings.aspx?CommitteeID=1216>

8. Business Support Management Board

The Business Support Management Board, Chaired by Mike Blackburn, met on 20th January 2016.

Board Meeting - 20th January 2016

The Board considered and approved reports on the following:

- (i) Publicly Funded Business Support Provision in Lancashire – Purpose and Priorities.
- (ii) Oversight of Business Support Initiatives
- (iii) Future Work Programme

There were no items specifically referred to the LEP Board for approval.

Full agendas and minutes for the Business Support Management Board meetings can be accessed here:

<http://council.lancashire.gov.uk/ieListMeetings.aspx?CommitteeID=1220>



Lancashire Enterprise Partnership – Approval of Dormant Accounts – Year Ending 30th September 2015

The Lancashire Enterprise Partnership (LEP) is a Company Limited by Guarantee and as such is subject to the Companies Act 2006 with regard to the filing of accounts and annual returns. The LEP does not conduct financial transactions itself as Lancashire County Council carries out this function, on behalf of the LEP.

Therefore the LEP's accounts are in essence dormant, however the company is required to file NIL accounts on an annual basis. This report requests Board approval to the attached NIL accounts and financial statements (Appendices 'A' and 'B' refer) for the period ending September 2015 in order that they can be filed in line with statutory requirements.

Registered Number 07388600
LANCASHIRE ENTERPRISE PARTNERSHIP LIMITED
Dormant Accounts
30 September 2015

Balance Sheet as at 30 September 2015

	2015	2014
	£	£
Net assets	0	0
Reserves	0	0

STATEMENTS

- a. For the year ending 30 September 2015 the company was entitled to exemption under section 480 of the Companies Act 2006 relating to dormant companies.
- b. The members have not required the company to obtain an audit in accordance with section 476 of the Companies Act 2006
- c. The directors acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and the preparation of accounts.
- d. These accounts have been prepared in accordance with the provisions applicable to companies subject to the small companies regime.

Approved by the Board on 2nd February 2016

And signed on their behalf by:

Edwin Booth, Director

NOTES

Company is limited by guarantee

COMPANY NUMBER: 07388600

LANCASHIRE ENTERPRISE PARTNERSHIP LIMITED

FINANCIAL STATEMENTS FOR THE PERIOD ENDED 30th September 2015

Balance sheet as at: 30th September 2015

The company is a Company Limited by Guarantee and therefore has no share capital.

NET ASSETS/LIABILITIES **£NIL**

Notes:

1. The list of Registered £1.00 Guarantor Class of Members of the Company is as follows:

 Lancashire County Council.
2. The period end bank and cash balances were nil.

Statements:

- a) For the period from 30th September 2014 to 30th September 2015 the company was entitled to exemption from audit under Section 477 of the Companies Act 2006.
- b) The members have not required the company to obtain an audit in accordance with Section 476 of the Companies Act 2006.
- c) The directors acknowledge their responsibility for complying with the requirements of the Act with respect to accounting records and for the preparation of accounts.

These accounts have been prepared in accordance with the provisions applicable to Companies subject to the small companies regime.

These accounts were approved by the directors of the Company on 2nd February 2016.

Ian Young, Company Secretary



Lancashire Enterprise Partnership Limited

Private and Confidential: NO

Date: 2nd February 2016

Combined Authority / Devolution Deal Update

Report Authors: Lorraine Norris, Preston City County and Harry Catherall, Blackburn with Darwen Borough Council

Executive Summary

The purpose of this report is to update the LEP Board on progress of the Lancashire Combined Authority proposals.

Recommendations

The LEP Board is asked to:

1. Note the contents of this report;
2. Agree to confirm a funding contribution of up to £50K from the LEP's core budget to develop the case-making in support of Lancashire's devolution deal;
3. Request further reports to the LEP Board on Lancashire Combined Authority and Devolution Deal developments, including the development of underpinning business cases;
4. Provide updates on the LEP work programme to each Lancashire Leaders meeting

Rationale/Background

Over the last 18 months, local authority Leaders have been exploring a range of options to progress collaborative working across Lancashire. A Governance Review concluded that a Combined Authority for Lancashire offers the strongest governance model and provides the best opportunity for Lancashire to achieve its potential.

Throughout November and December the Leaders sought the approval, in principle, of their respective councils to agree to take part in a Combined Authority and undertake a public consultation exercise on the proposals.

At this stage, 14 of the 15 Lancashire Councils have agreed to continue developing Combined Authority proposals. Wyre have chosen to take no further part in Combined Authority discussions.



Consultation

The public consultation exercise on the Combined Authority proposals was launched on 11th January and will close on 19th February 2016. This is an on-line consultation (<http://www.infusion.org.uk/lancsca/>) open to all.

Partners, residents, businesses, community and faith groups, have all been invited to respond to the consultation. A media campaign to raise awareness of the consultation is on-going across Lancashire. The results will be available in early March.

Devolution

Alongside the Combined Authority discussions, Leaders have also been considering proposals for devolution to Lancashire.

A workshop was held on 5th January with representatives from BIS, NHS, LEP Skills Board, DfT also attending. Graham Cowley attended on behalf of the LEP Board.

Leaders considered a range of proposals including devolved skills funding, influence over the Work Programme, devolved strategic transport allocation, devolved funding for a Growth and Productivity fund. It was recognised that some elements of the proposals would benefit from external specialist support.

The LEP Board in December, in considering feedback from the LEP Chair's initial meeting with Leaders and Baroness Williams, on developing Lancashire's devolution deal, agreed in principle to offer a level of financial support to help develop the underpinning business case. Since then, local authority partners have refined their thinking and would welcome the LEP's financial support in developing the emerging evidence-base. Briefs for this case-making are being developed.

A funding contribution of up to £50K from the LEP would enable case making work to progress more quickly by enabling local authority partners to commission additional independent expertise.

Next Steps

Subject to continued positive progress, Leaders have agreed to take a further report to their Councils in March/April for agreement to become a constituent member of a Lancashire Combined Authority. Having given consideration to the outcome of the public consultation, and subject to agreement for their members, those authorities who wish to form a Combined Authority will submit a proposal to the Secretary of State for consideration which may include devolution proposals for freedoms, flexibilities and powers to help the Combined Authority drive forward Lancashire's ambitions alongside demonstrating the robust governance structures to be put in place outlined in the draft scheme.



Lancashire Enterprise Partnership Limited

Private and Confidential: No

Date: 2 February 2016

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 a marketing strategy for the Lancashire Enterprise Partnership (LEP).

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 Lancashire County Council's Director of Economic Development and the Chief Executive of Marketing Lancashire to progress with the outputs required from this project; and
- (iv) Note that the Chief Executive of Marketing Lancashire, as the LEP's Media Communications and PR lead, continues 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 meeting of the LEP Board in 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 stakeholders 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 meeting of the Board in June, Directors 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 and £66,000 for SKV Communications. Thinking Place will focus on creating the Lancashire Story and SKV Communications will develop the media and communications strategy.

- 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

Further to the special LEP Board Meeting in October and the last steering group meeting where the 'story' for Lancashire was presented, Thinking Place have been creating a visual identity and visual language to illustrate this story to work alongside the new photography. The visual identity will act like a logo and the visual language is a unique approach that will encourage partners and stakeholders to use the Lancashire brand in their communications. There will be a brand identity for Lancashire, Marketing Lancashire, Visit Lancashire, Lancashire Leaders (corporate ambassador programme) and a 'stamp' that will indicate products that are created and made in the county. The concepts were presented to the Chair and Chief Executive of Marketing Lancashire on January 21st and will now be presented to the Steering Group on February 9th for sign off.

To successfully share the Lancashire story with those audiences that matter and to raise the profile of the new brand will require as many businesses and organisations as possible to 'tell and sell' the story. Hence, why a county wide ambassador approach is being developed that will result in a Lancashire Leaders scheme (for corporate stakeholders); a Lancashire Ambassadors scheme (for celebrities and alumni of the county) working alongside the existing Leisure Membership scheme (for the visitor economy).

Thinking Place are developing the proposition for the Ambassadors programme which is also designed to generate an income stream to support the marketing of Lancashire in future events and activity. The proposition will be shared with the steering group on February 9th.

The Lancashire story and ambassador approach will be launched during w/c April 25th to those that have been engaged in the process of creating the narrative and other key organisations from both within and outside the county. An activity plan is being developed that will outline how the Lancashire story and the brand will be communicated. A critical part of this is an examination of national and international events where Lancashire needs to have a presence to market the opportunities it has for investment and sectoral development e.g. Paris Air Show, International Festival of Business, MIPIM UK etc.

5. Activity and outputs since the appointment of SKV Communications

5.1 Media and Communications

SKV has continued to take a highly proactive approach to media engagement on behalf of the LEP and is continuing to communicate a very positive, confident and upbeat message in all activity. To date every LEP PR story drafted and pitched to media by SKV has enjoyed media exposure. In addition SKV has been liaising closely with a wide range of partners to ensure the LEP's message (and due credit) is conveyed in stories not generated or issued by the LEP itself.

Further, following on from the success of working with Graham Cowley to fulfil some media opportunities with business media, for example, the Insider, SKV have also been broadening the 'voice' of the LEP by working with other directors and key partners including Mike Damms, Jim Carter and Dr Michele Lawty-Jones.

Recent stories in local and regional media, featuring the inclusion of LEP key messages, photographs, quotes and/or positive references from partners include;

- Insider magazine's Northern Powerhouse Round Table (ft Graham Cowley)
- Broughton Bypass – appointment of contractors
- Training 2000 - advanced manufacturing centre in Blackburn
- New Marine Engineering Centre at Fleetwood
- UKTI international aerospace trade mission/BAE tour
- Mike Damms in-depth first-person article for The Lancashire Telegraph about East Lancashire
- Combined Authority consultation
- Boost's £7.8m new funding
- Grants for SMEs affected by flooding
- Tony Attard's appointment as Chair of Marketing Lancashire
- Broughton Bypass - ground breaking
- £2m new engineering facilities at Nelson and Colne College
- UCLan's £200m contribution to the local economy

Other communications activity/stories in the pipeline include;

- Insider magazine's Central Lancashire Review (mid-Feb)
- TfL's Transport Prospectus launch (date TBC)
- Lancashire Business View – Edwin Booth interview and front cover on behalf of LEP (Feb/March issue)
- Planning decision on Energy HQ (February)
- Edwin Booth attending Northern Powerhouse Conference, Manchester Central (February 26th). EB taking part in wealth creator panel and James Wharton also due to attend
- Appointment of agent at the Lancashire Enterprise Zone (Samlesbury)
- Column on business growth for Manchester Metropolitan University's business magazine Impact

The above spread of stories also reflect that the LEP's role is increasingly aligned with a number of key economic themes, investments and initiatives. These include education and skills, transport and infrastructure, Northern Powerhouse/devolution and business support.

Furthermore more partners are contacting the LEP (unprompted) to ask for support, guidance, quotes and other input on stories that they 'own' themselves.

5.2 National Media Opportunities

Having initially focussed on building a good relationship with the local and regional media together with securing a regular stream of positive news coverage in all key local and regional titles, SKV has now been tasked with taking the Lancashire and LEP message to a wider audience nationally.

To help deliver this amplified message, SKV is developing a number of PR angles and themes to help generate potential national media interest. These include;

- Interview opportunities with Edwin Booth in the Times – to focus on Lancashire and champion the work of the LEP
- Lancashire – the UK's number one centre for aerospace (SKV to work closely with NWA to get updated sector intelligence and identify possible news hooks and look at opportunities offered by Farnborough International Airshow)
- Gain recognition for Lancashire and the LEP as a centre of innovation and excellence linked to advanced manufacturing

5.3 Digital Communications

- The Lancashire Business Brief (LBB) continues to be published weekly, a synopsis of positive economic stories drawn from local media sources, the LEP's website news pages and other online sources. The LBB is now firmly established as a comprehensive round-up of Lancashire business news in the county, and has over 800 subscribers, an increase of 29% and an average open rate of 34%.
- The LEP twitter account (@lancslep) launched before Christmas and continues to regularly tweet positive LEP news, promote links to key stories and retweet partner news on a daily basis. With over 200 followers, this figure continues to rise each week and the published tweets have now been seen 25,000 times.
- In December the first issue of *The Lancashire Link*, was published, a monthly e-newsletter containing a selection of key LEP stories, a LEP board member editorial column and a Lancashire 'business of the month' feature. Issue two has now been signed off.
- www.lancashirelep.co.uk's news pages are being kept regularly up to date with strategically important stories ensuring that key messages are being communicated through all owned LEP channels in a coordinated way.
- In the last month the LEP website has received 11595 page views, 8055 unique page views and an increased dwell time per page.



5.4 Other PR Activities & Opportunities

Insider Annual Lancashire Business Conference – March 18th

As the LEP is headline sponsor of Insider's annual Lancashire business conference, the Chief Executive of Marketing Lancashire and SKV have been in negotiations with Insider's commercial, events and editorial teams regarding the format, participants and themes set to be discussed. This was after rejecting Insider's first proposed schedule which did not allow sufficient opportunities to highlight the work of the LEP and many of Lancashire's positive messages.

A revised schedule has been drafted to incorporate sessions on SMEs, innovation and enterprise; how Lancashire's integrated transport strategy is aligned to increased home builds and job creation; maintaining Lancashire's number 1 position in aerospace and advanced manufacturing; education and skills. Confirmed speaker/panellists so far; Edwin Booth, Chair of the LEP, David Bailey Chief Executive NWAA, Tony Attard, Group Chief Executive Panaz Textiles, Kevin Duffy Managing Partner RSM with further invitations to Andrew Graham, Chief Executive Graham and Brown, Ilyas Munshi Finance Director at Eurogarages, Bev Robinson Principal and Chief Executive of Blackpool and the Fylde College and other senior business leaders.

Lancashire Hot Spots Event – City Deal 23rd February

The Preston, South Ribble and Lancashire City Deal will be showcased at a Lancashire Business View breakfast event on Tue 23 February 2016 at Bartle Hall Hotel, 8 – 10am.

The theme of the event is 'What opportunities will the City Deal create in terms of skills, investment and collaboration?' It will be a question time-style panel featuring leading business and public sector guests with an audience of around 100 delegates. The aim of the event is to ensure local businesses know about the opportunities City Deal is bringing, to generate confidence in to the area, to advise those businesses on how to be ready to benefit from the City Deal, and to encourage businesses to leave the event as advocates for the growth that the City Deal is creating.

The panel will include; Jim Carter, LEP Board Director and Chair City Deal and panellists from UCLan, Virgin Trains. Moore and Smalley, Tile Master Adhesives and Waitrose.

Business Desk's Manufacturing Debate – March 1st

This is a high-level debate about manufacturing at a Blackburn venue featuring national organisations such as the CBI and UKTI, with an audience of businesspeople and stakeholders drawn from across the region. This is a good opportunity to showcase the LEP's work to a key audience and SKV has successfully negotiated with Business Desk to ensure that a LEP representative is on the panel. Mike Damms has now been confirmed.



Promotional LEP/Lancashire Film

One of the communication tools being considered for the Insider conference is a short, creative and engaging film which captures much of what Lancashire/the LEP has to offer, including successes, achievements and potential. The Chief Executive of Marketing Lancashire has met with Paper Films, which specialise in inward investment videos, and is discussing a potential treatment for a Lancashire film which can also be re-cut/re-purposed for other events and promoted online. Paper Films also produced the Lancashire/LEP video for the Paris Air show in 2015.

Meetings and Outreach

SKV and the Chief Executive of Marketing Lancashire met with Marketing Lancashire board member and Manchester International Festival (MIF) Managing Director Christine Cort to update on progress. Ms Cort offered support as a Lancashire Ambassador, as well as MIF twitter follows and retweets.

The Chief Executive of Marketing Lancashire and SKV were due to meet with NW IoD CEO Rachel Smith regarding its Lancashire policy agenda but the meeting was postponed by Ms Smith due to ill-health, and is now to be rearranged.

SKV are meeting with the North West Aerospace Alliance on January 28th to discuss the aerospace piece and Farnborough Airshow opportunities and also with Blackburn with Darwen Borough Council, to discuss closer communications between BwD and the LEP (at BwD's request).

5.5 City Deal

- 5.6 The Chief Executive of Marketing Lancashire has been working with the City Deal Communications team and a new marketing and communications strategy has been produced by the Programme Director.
- 5.7 The focus of the new marketing and communications strategy remains on continuing to convey City Deal messages at a local level with a move towards promoting the outputs, benefits, scale and ambition of the project at a national and international level in 2016. The strategy and its supporting action plan are aligned to the LEP's strategic marketing work.
- 5.8 The City Deal pages on the LEP's website are a key resource for many stakeholders including partners and media. SKV is currently undertaking a major redraft of all City Deal key messages to be featured on the LEP website so the content has a more business focus.

6 Forward planning and overarching PR strategy

- 6.1 The activity included in this report demonstrates that both the LEP and Lancashire's profile continue to be raised, conveying progress so far as well as the scale of ambition. There is still more to be done but there is an evident step change in the LEP's communications activity.
- 6.2 Work is also underway to identify key messages regarding the LEP's achievements that can be communicated with the LEP Board and via the LEP's

distribution channels as well as external partners such as SKV, the Insider, Lancashire Business View, the Guardian, SMEs, etc.

- Collectively all of the above activity has demonstrated to partners, media and external audiences that there is a great deal happening in Lancashire and that the LEP is proactive in its approach;
- There are also a number of initiatives and projects underway which will increase the coverage of the Lancashire success story so far and, more importantly, articulate the opportunity that Lancashire offers regarding inward investment;
- A more sophisticated, crafted and strategic approach to how the work of the LEP is articulated is already making an impact and there has been a tangible shift towards a more confident, proactive and positive positioning which has already yielded results through PR activity, face-to-face engagement and other communications activities;
- Building on this, SKV will now focus on securing national coverage for Lancashire/LEP to continue raise profile and encourage interest and enquiries.

Agenda Item 13

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Agenda Item 14

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