



Lancashire Enterprise Partnership Limited

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Marketing and Communications Update

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Executive Summary

This report updates the Board on the development and delivery of a marketing and communications 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; and
- (iii) 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 strategic marketing and communications activity and its outputs.

Background and Advice

1. Context

- 1.1 The delivery of strategic marketing and communications activity for the LEP continues with outputs generated by the planning and delivery of media opportunities, branding activity, events, and the development of the Lancashire narrative. This report outlines progress being made in each of these areas.
- 1.2 SKV Communications, the agency in place and managed by Marketing Lancashire on the LEP's behalf, has been retained for a further 4 months until the end of April 2017 as during this period there are a significant number of events which require maximum PR coverage for the LEP.
- 1.3 In extending the contract, there has been a revision of the original contract. SKV Communications will continue to deliver media and communications,



with Marketing Lancashire taking on responsibility for the management of the LEP's twitter account and the production of the weekly Lancashire Business Brief. This has resulted in a fee saving of £2,000 per month.

2. Activity Update: Developing the Lancashire Economic Narrative

- 2.1 The launch of the Lancashire Narrative was held at Burnley Football Club on Wednesday 9 November to coincide with a visit from the Northern Powerhouse (NPH) Minister, Andrew Percy MP. The event was attended by over 220 delegates from the private and public sector, with many of Lancashire's key economic sectors represented. Tony Livesey from BBC Radio 5 hosted the event.
- 2.2 The schedule for the event was; a brief launch of the Lancashire Narrative "We are Lancashire – the Place for Growth" showcasing sectoral strengths and an overview of the LEP's vision and achievements, an update from the NPH Minister on progress and plans for the government initiative, followed by an interview with the Chair of the LEP, the Chair of the Lancashire Combined Authority and a Q and A session. Prior to the event there was a media opportunity for the Chair of the LEP and the NPH Minister to sign the LEP's agreement with Government to be an NPH partner, the first LEP in the country to do so.
- 2.3 After the event the Minister then formally opened Innovation Drive in Burnley, travelled to Blackpool Airport for the official MoU signings for both Blackpool Airport and Hillhouse Enterprise Zones, was then involved in a "turf cutting" of the new Engineering and Innovation Centre at UCLan, and then travelled to County Hall which was the host venue for the Northern Powerhouse LEP Conference.
- 2.4 The Chief Executive of Marketing Lancashire subsequently received a thank you letter from the Minister to say how much he had enjoyed the launch and his time in Lancashire. The Lancashire Narrative will be promoted again at the Lancashire Ambassador programme launch scheduled for May.

3. Media and Communications

3.1 Northern Powerhouse Ministerial visit and Lancashire narrative launch

- 3.1.1 Following on from the high-profile exposure secured through the MIPIM UK event in October, the next major communications objective for the LEP was to maximise the visit to Lancashire by Andrew Percy MP, the new Northern Powerhouse Minister and to launch the Lancashire narrative.
- 3.1.2 As with MIPIM, pulling all the elements of the Ministerial visit together was challenging and the sheer amount of content, collateral, partners and logistics involved meant the communications had to be micro-managed at every stage.



- 3.1.3 The key messages identified to create the most compelling PR messages included:
- The Minister's all day itinerary featuring five engagements, reflecting Lancashire's significance within the Powerhouse context;
 - Lancashire being 'invited' by government to become the first LEP to sign-up to the official Northern Powerhouse Partnership;
 - Lancashire presenting a 'united front' to the Minister – with the LEP Chair and Combined Authority Chair coming together at the Burnley FC event , before the Minister went on to meet representatives of different local authorities, partners and businesses across the whole county; and
 - The Burnley event providing a platform to share updates with partners and business leaders regarding key initiatives such as progress on the Combined Authority, the Lancashire Narrative and the 'We Are Lancashire' positioning.
- 3.1.4 SKV were tasked with liaising with all local partners to reassure them that their part of the Minister's tour would be given an equal billing, including sourcing individual approved quotes from each partner representative.
- 3.1.5 SKV and Marketing Lancashire also worked closely with Government officials at the Department for Business, Enterprise and Industrial Strategy (BEIS) and senior Government communications officers at the Department for Communities and Local Government (DCLG) to help manage a variety of media opportunities at each stage of the Minister's tour. This included the Minister's visit to meet hi-tech and AEM businesses at Burnley's Innovation Drive, a tour of Blackpool Airport Enterprise Zone and the new Energy HQ build, a ground-breaking ceremony at UCLan and a visit to County Hall.
- 3.1.6 After extensive correspondence, the Minister's communications team agreed to fulfil the national and regional media requests which had been proposed including *The Guardian's* Helen Pidd, *The Times's* Gabriella Swerling, *The Financial Times's* Andy Bounds, and the BBC North West's political reporter Kevin Fitzpatrick.
- 3.1.7 This in turn resulted in these individuals attending the Burnley FC event, interviewing the Minister and listening to the presentations/Q&As with the key Lancashire speakers, as well as having one-to-one interview time with the Minister. Andy Bounds of the FT, who was unable to attend due to the adverse weather conditions, held telephone interviews with the Minister and the Chair of the LEP later in the day.
- 3.1.8 SKV also drafted and issued a detailed diary marker pre-event to encourage regional and local media to attend the Burnley event. This resulted in North West Insider, Lancashire Business View, The Lancashire Telegraph and the head of BBC Radio Lancashire attending the event.
- 3.1.9 On the day itself, a full embargoed press release detailing the Minister's Lancashire tour, the NPH signing ceremony, the emergence of the



Lancashire CA, the growing momentum behind the '*We Are Lancashire*' branding and the overall significance of the whole day's event was issued.

- 3.1.10 SKV and Marketing Lancashire were present at the Burnley event to manage the media attending, and SKV representatives were present at every stage of the Minster's tour to supervise photography and accommodate any local media attending individual parts of the itinerary.
- 3.1.11 This combination of a managed and disciplined media strategy, a sensitive yet practical approach to working with local partners and government, and responsive and flexible 'on the ground' delivery on the day, resulted in meant from a PR perspective things ran very smoothly.
- 3.1.12 The results in terms of media coverage were equally positive with national coverage linked to the event secured in The Guardian and The FT, an extended package (including an interview with Jenny Mein and footage from the new *We Are Lancashire* promo video) broadcast on the North West strand of the BBC Politics Show, and extensive local and regional coverage in all key Lancashire press and North West business media. Feedback from government, both from BEIS and DCLG, was very positive regarding the smooth and professional running of the day itself, the media management, and the resulting coverage.

3.2 Growth Deal 3 Announcement

- 3.2.1 The Autumn Statement was monitored for any opportunities to comment on any Lancashire-specific funding revealed by the Chancellor. As there was a delay in announcing Growth Deal 3 (GD3), it was agreed that the LEP should not formally comment on the Autumn Statement and wait for the official Growth Deal announcement which was due before Christmas.
- 3.2.2 Working closely with BEIS, SKV drafted a LEP response to an anticipated GD3 'best case scenario' announcement, which included references to the key projects that Lancashire hoped would be green lighted, and that GD3 funding was a vote of confidence in the LEP and Lancashire's ability to drive growth and deliver large-scale economic initiatives. The response included quotes from Edwin Booth, Cllr Simon Blackburn and Graham Cowley.
- 3.2.3 The press release also referenced the tangible evidence of increased unity across the county, and the emerging presence of the Combined Authority. Following further feedback from BEIS in December, the GD3 announcement was delayed until the New Year.
- 3.2.4 Finally, it was confirmed on Friday January 20th that Government were going to issue the regional GD3 announcements, including Lancashire's, under embargo for 3pm on Monday January 23rd. SKV immediately contacted regional TV, who had been primed before Christmas regarding the impending announcement. The media were still interested in featuring a possible piece about the North West's GD3 allocation, anchored by a report from Lancashire.



- 3.2.5 However, on the morning of Monday 23rd January, the Government brought forward some of the GD3 announcements and investment figures as part of the PM's launch of the Industrial Strategy, which itself was launched off the back of a regional cabinet meeting held in Warrington on the same day.
- 3.2.6 GD3 funding was explicitly linked to messaging about how the new Industrial Strategy was designed to support the whole of the UK.
- 3.2.7 The Government decided to make the Winter Garden's a 'hero story' and this drove the BBC NW agenda. In the early evening news on BBC NW Tonight there were interviews with the Deputy Leader of Blackpool Council and a brief comment from the Chair of the LEP about the difference the investment in Blackpool would make. The later BBC NW news programme included a round-up of the North West recipients of Growth Deal money with Lancashire, the very first region mentioned. The Lancashire LEP also directly credited (unlike other regions where it was just the 'place' that was described as securing funds) and the Chair of the LEP's Blackpool comment was shared again. Many other LEP's and city-regions did not secure mention of their GD3 funding, or priority projects.
- 3.2.8 BBC Radio Lancashire also wanted to report on the GD3 funding secured by the LEP, resulting in the Chair doing a live phone interview on Drive Time, articulating several key messages about the LEP's (and Lancashire's) track record in delivery pointing out that Lancashire's share of the pot was a lot higher than most due to its ability to "get things done". The overall piece was very positive for the LEP and the county and sound-bites from the interview, were subsequently used throughout the rest of the evening and on the following morning's BBC Radio Lancashire bulletins.
- 3.2.9 Insider magazine, Bdaily, Lancashire Evening Post, Lancashire Business View and In the Bay radio all ran LEP-generated stories about the funding. The Burnley Express and Blackpool Gazette both focussed on projects on their respective patches with references to the LEP. Additional coverage from the Lancaster Telegraph is still to come.
- 3.2.10 Other regional news platforms, such as the Business Desk and Place North West, reported on the GD3 allocations and highlighted projects by the Government's press release about the Industrial Strategy.
- 3.2.11 Overall, the messaging and media coverage linked to Lancashire's GD3 announcement has been very good and no other LEP or city-region in the North West enjoyed the same level of exposure or credit regarding the GD3 announcement as Lancashire achieved on the day of the announcements.
- 3.3 BAE Systems' Academy for Skills & Knowledge (ASK)**
- 3.3.1 For BAE's official launch of the new £15.6m ASK facility in December SKV negotiated the inclusion of information about the LEP's support for ASK in BAE's notes to editors, and also drafted a LEP quote about the ASK facility,



the LEP's investment in the wider Samlesbury EZ, and the LEP's commitment to support skills and apprenticeships within AEM and aerospace sectors (an ongoing LEP key message).

- 3.3.2 This quote was circulated to all local and regional media on the day of the launch. As a result, the LEP secured an extensive quote in both online and print reporting in Lancashire Business View, and in the North West Business Quarter magazine.

3.4 Jobs and skills feature for Blackpool Gazette/Lancashire Evening Post

- 3.4.1 Through discussions with the Business Editors of these titles, an opportunity arose for the LEP to comment as part of a special focus on Lancashire's energy sector. This resulted in a 500-word comment piece, attributed to Dr Michele Lawty-Jones of the Skills Hub, highlighting Lancashire's opportunities and challenges with regards to job creation within the energy sector as well as the county-wide investments the LEP is making in vocational training and employee engagement to address the needs of the energy and energy-related sectors.

- 3.4.2 SKV is working with the Skills Hub regarding the roll-out of the Digital Advantage initiative, a LEP-supported scheme to train young people in key skills needed to support growth in the digital sector.

3.5 City Deal - *The Place for Growth* - Place North West City Deal Event, Preston, February 7th

- 3.5.1 This event will take place at RSM's offices in Preston. Over 140 delegates have registered so far to attend which is deemed a "sell-out" event for Place NorthWest. Key panel sessions at the event will discuss the planning and development landscape within the City Deal footprint, with LEP Board Director Jim Carter opening the event. Panellists include representatives from Muse Developments, Maple Grove Developments, Cushman and Wakefield, UCLan and Colliers.

- 3.5.2 After a period of consultation an inward investment prospectus for the City Deal footprint is being developed. The aim is to launch this at the MIPIM event in March.

4. Digital Communications

- 4.1 Over the last ten editions of the *Lancashire Business Brief (LBB)*, the number of subscribers has grown to 1,007 with around a third of subscribers opening the e-mail itself. The LBB continues to be the county's best source of positive economic stories and business news on a weekly basis.

- 4.2 Around 6,420 users have viewed 31,446 pages on www.lancashirelep.co.uk over the last two months. The www.lancashirelep.co.uk news pages are up to date with strategically important news stories delivering key messages on behalf of the LEP and partners.



4.3 The LEP twitter account's (@lancslep) number of impressions has reached almost 50,000 in total since 1 November 1. It has 1,180 followers, having added over 227 followers in two months. Marketing Lancashire continues to regularly tweet positive LEP news, promoting links to key stories and retweeting partner news daily.

4.4 In December, it was decided that the LEP Twitter feed, Lancashire Business Brief and Lancashire Link newsletter would be taken in-house and managed by Marketing Lancashire colleagues. SKV will continue to support the LEP on digital work-streams with advice and guidance as required, and also ensuring they are aligned to the LEP's overarching marketing and communications positioning.

5. Forthcoming events and PR opportunities

- Vision Park Ground breaking, Burnley – Jan 26th
- New LEP board members announcement February
- New LEP business plan and achievements document February
- The Place for Growth - Place North West City Deal Event, Preston - February 7th
- The Northern Powerhouse Conference, Manchester - February 21-22
- MIPIIM Cannes March 13th-17th
- Wincanton facility opening at Samlesbury EZ – Feb/March - TBC
- Insider's Business of Lancashire conference, Ribby Hall – April 21
- Revised LEP SEP - date TBC

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

6.1 Brand guidelines have now been sent to all local authority, landowner, commercial agent partners and key stakeholders who took part in the consultation workshop and survey.

6.2 Marketing Lancashire will act as brand guardians and all collateral will be signed off through them to ensure that the marketing and communications of the Enterprise Zones is controlled.

6.3 A separate 12-month marketing and communications plan will be developed to support the new Enterprise Zone identity for the MIPIIM Cannes event, the goal of which is to launch a more comprehensive offer to support the new cluster approach.

6.4 Signage and key collateral for the Samlesbury Aerospace Enterprise Zone which incorporates the new branding, has now been produced including a comprehensive brochure and supporting web pages. A follow up meeting was held with Marketing Lancashire and the LEP to discuss how this approach could be adopted for all four Enterprise Zone sites based on the quality of the Samlesbury collateral.



- 6.5 Discussions will now focus on EZ marketing and promotional activity, enquiry generation and handling, regular communication to monitor progress and to feedback challenges and opportunities with all stakeholders, landowners and agents.