



Lancashire Enterprise Partnership Limited

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Strategic Marketing and Communications Activity

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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) 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 strategic marketing outputs and activity; and
- (iii) Approve that the LEP Website be redeveloped.

Background and Advice

1. Context

1.1

The delivery of strategic marketing for the LEP continues with outputs from PR, media and communications, branding, events planning and delivery and the promotion of the Lancashire narrative. This report outlines the continuing progress being made in each area.

1.2

The "We are Lancashire" narrative and video launched in November 2016 is being used at various events, through social media and in presentations both internally and



externally. A Place Ambassadors Programme for Lancashire will be launched in Autumn 2017 which aims to:

- Identify key stakeholders and opinion formers regionally and nationally and transform them into supporters of the Lancashire brand;
- Develop engagement and closer working relationships with the private sector in communicating a united and proud Lancashire that has a confident and ambitious voice; and
- Improve the positioning of Lancashire in a national and regional context.

2. Media and Communications

This quarter has seen a number of major PR pieces developed and successfully pitched to local and regional press which has continued to enhance the reputation of the LEP as a proactive and successful enabler of inward investment and economic growth for the county.

A number of additional media stories have also been drafted and approved and can now be distributed due to Purdah being lifted. Another major workstream has been shaping the messaging, content and speaker line-up for Insider's Business of Lancashire conference (June 20th, Preston North End FC) where the LEP is the headline sponsor.

In addition, the PR strategy around the Growth Deal has been discussed and reviewed with the Programme Manager, LCC communications and the Head of LEP co-ordination, and a new approach to all GD communications and has now been agreed and proposed to ensure it is more closely aligned to the wider LEP PR messaging and the "*We Are Lancashire – the place for growth*" proposition work.

This quarter will also see Lancashire attend the Paris Airshow with an upbeat and confident message built around new research which demonstrates the county's continuing number one position in the UK for aerospace activity.

2.1 Media Relations

The LEP has enjoyed several big 'set-piece' stories recently which have continued to build on the positive reputation that the organisation now enjoys thanks to the 'drum beat' of proactive and regular new stories, comments and thought leadership within the media.

Lancashire at MIPIM International

As part of the 'post-MIPIM' success PR push, The Lancashire Post ran a full-page colour feature within its print edition reporting on the LEP's successful debut at MIPIM International in Cannes.

The piece included references to all the major projects and initiatives being promoted internationally by the LEP - including the EZ cluster, the AMRC NW, City Deal,



Growth Deal, the No.1 for aerospace positioning piece, as well as referencing the *We are Lancashire* inward investment proposition.

It also included extensive quotes from the Vice Chair of the LEP and the Chief Executive of Marketing Lancashire about the success of the MIPIM trade mission in Cannes, including referencing the strategic decision to partner with Manchester. The piece also referred back to the success of the LEP's MIPIM debut in London last October in a separate boxed-out column.

Being the recipient of a full colour page in The Lancashire Post, with such an extensive and overwhelmingly positive piece regarding the LEP and MIPIM is an example of the significant progress that has been made in building relationships and educating local media.

LEP progress and achievements

Another major PR piece which has also enhanced the reputation of the LEP is the interview with the Chair in the current edition of *Lancashire Business View*. This piece was originally conceived by the new editor, Ged Henderson, as a chance for the Chair to offer a few comments over the phone about the LEP's 'Our Achievements' report which would then go into a wider feature where local business owners and influencers would be asked to 'critique' the performance of the LEP from their own perspective. However it was decided to ask for the questions in advance and submit a pre-approved written response in order to control the message from a LEP point of view.

The result of this was a nearly completely unedited two-page interview treatment in the magazine which was full of positive key messages about every aspect of the LEP's work and its achievements.

The proposed 'contrasting voices' from business to balance the feature ended up as just one short comment from the FSB which itself praised the work of Boost whilst also reiterating that small businesses needed support.

Energy, skills and the role of the LEP as sector champion

In April, we also saw the issues of skills, and the positive work of the LEP, being put front and centre by The Lancashire Post in a major feature on the county's energy sector which was also the paper's front cover story.

Extensive comments, attributed to Dr Michele Lawty-Jones of the Skills Hub, were featured on the paper's front cover and throughout the report and these highlighted the significant investment the LEP was making within vocational training (including the Energy HQ), the way the Skills Hub worked with local colleges and local businesses and employers, and how the skills and training agenda was aligned to the wider strategic economic plan for the county.



Paris Airshow

Off the back of the high-profile launch of the Aerospace Lancashire initiative at the Farnborough International Airshow last year, Lancashire has been gearing up for the Paris Airshow (June 19-25).

To support PR and other promotional activity SKV Communications have been working closely with colleagues at LCC and the North West Aerospace Alliance to produce a new report capturing the growth in aerospace production in the county, and the anticipated growth in the sector which will benefit the entire aerospace supply chain.

At the time of submitting papers to the Board, this new NWAA report and market intelligence was still being finalised, meaning this will be captured within a post event press release which has already been prepared and can be calibrated to maximise the new 'ramp-up' figures as soon as they are available.

Another key piece of collateral for Paris is a refreshed promotional film highlighting Lancashire's strength in aerospace production which includes additional references to new investments and infrastructure since the Farnborough Airshow such as the BAE Skills and Knowledge Academy (ASK) as well as the Lancashire Advanced Manufacturing and Energy Cluster (LAMEC).

Other recent PR successes and ongoing media activity

Skills & Employment

- The LEP enjoyed extensive coverage from the *Value of Experience* conference, organised by the Skills Hub, which focussed on the issue of an ageing workforce. Graham Cowley, who spoke at the conference, was also quoted widely in all reporting.
- The LEP's role in improving digital skills through the Digital Advantage scheme has enjoyed positive coverage in the Lancashire Telegraph, Lancashire Evening Post and Blackpool Gazette. Further coverage in Lancashire Business View is also anticipated.
- Positive coverage for the LEP and the Skills Hub in the Lancashire Telegraph and local business press was secured after Blackburn-based Enterprise Adviser Mo Isap won the North-West Enterprise Advisor of the Year award.
- Working with Dr Michele Lawty-Jones at the Skills Hub, we have a final approved version of the Social Value Toolkit press release, following purdah restrictions being lifted this will now be distributed.
- SKV Communications are also working on a press piece highlighting a key milestone for the Moving On initiative, a Skills and Employment Hub project which has now engaged with 1,000 young people.

SKV also recently attended a Skills Hub planning meeting to discuss PR support around a number of forthcoming flagship initiatives and projects. These include the



official opening of Lancashire Energy HQ in Blackpool (potentially 22 September or 6 October), Cumbria University's new Lancaster campus (due to open on September 5) and Myerscough College's Food, Farming, Innovation and Technology Centre opening event (due September 7).

Clearly the close timings of all three events will require careful planning and consideration in terms of maximising the PR both for the individual launches and the 'collective' skills and the LEP education investment piece.

Inward Investment

- The LEP's supportive quote endorsing the launch of the Northern Powerhouse Investment Fund enjoyed coverage in a number of local and regional business platforms.
- Working with LCC, SKV have drafted a detailed release about the strategic economic benefits of improved East-to-West transport connectivity between Lancashire and West & North Yorkshire based on the recent research by Cushman and Wakefield. Again, with purdah restrictions being lifted, this can now be issued.
- SKV has also drafted a 600-word Q&A, being attributed to David Taylor on behalf of the LEP, for a forthcoming Insider magazine feature on the North West's Enterprise Zones. This includes extensive comments regarding the innovative creation of the EZ cluster as an integrated investment zone within the Northern Powerhouse; the way the LEP is working with the private sector and partners to drive inward investment into the EZs; and how the county is well-placed to take advantage of sector specialisms across the EZ sites through initiatives like the AMRC, Energy HQ, the BAE academy and the presence of an already thriving aerospace, automotive and AEM supply chain.
- SKV also helped to secure the participation of Colliers and Wincanton in the Insider EZ piece to help increase the Lancashire presence in the wider North-West feature (due out in July).
- The LEP was recently approached by Transport for the North and asked to contribute to the next issue of TfN's quarterly report called Northern Light. SKV have now been in touch with TFN's communications agency to discuss what Lancashire and LEP content is required, and they have been encouraged to supply information on a wide range of economic and sector elements including advanced manufacturing, property development, university partnerships, inward investment and business support.

2.2 Conferences & Events

Since the LEP agreed to become a headline sponsor of the Insider Business of Lancashire conference on June 20th, both SKV and the Chief Executive of Marketing Lancashire have worked very closely with Insider's events and editorial teams to shape the content and messaging of the event.

This has included drafting a full 'scene-setting' piece of copy (which has subsequently been used on all Insider event promotion) which outlines the key role



that the LEP has played in driving investment, generating growth, and boosting the reputation of the county as place to do business.

Following a meeting with Insider's editor Simon Keegan, the themes for each of the conference sessions have been devised together with suggested potential panellists for the event.

This has resulted in a conference agenda and speaker line-up which is set to help reinforce the LEP's position as Lancashire's primary inward investment enabler, the county's biggest supporter of local businesses and the strategic body which has helped secure an unparalleled level of funding from central government through initiatives like the Growth Deal and City Deal.

The LEP has also successfully negotiated to partner with Place North West on a major forthcoming all-day event, the Northern Transport Summit, which will be held at Manchester's Midland Hotel on June 26th. Speakers will include Cllr Geoff Driver Chair of Transport for Lancashire, Sir Richard Leese (Manchester City Council), John Cridland (Transport for the North), Robert Hough (Peel), and John McNulty (HS2).

2.3 Growth Deal Communications

To date a majority of Growth Deal communications have historically been undertaken by LCC communications complemented by local PR support from project sponsors.

This approach was largely pragmatic rather than strategic, due to there being no other PR resource at the time of the first Growth Deal settlement being announced.

However, since the LEP has retained its own external agency (SKV Communications), the Growth Deal has increasingly featured in all 'bigger picture' regional and national PR pieces, and has become integral to the overarching '*We are Lancashire - The Place for Growth*' proposition.

As this wider, integrated inward investment positioning continues to gain traction in the marketplace, it was felt the way the Growth Deal is communicated may benefit from being more closely aligned to the bigger picture positioning. Recently a meeting was held to explore this between Andy Swain (LCC communications team), Ann-Marie Parkinson (GD Programme Manager, LCC), Ruth Connor (Marketing Lancashire), Kathryn Molloy (LEP) and the LEP's retained PR agency (SKV Communications).

As a result, it was agreed in principle that Growth Deal project communications could and should be more closely aligned to the wider '*We Are Lancashire*' inward investment piece, and that a step-change in the way the Growth Deal is communicated - as a key enabler of wider economic growth and regeneration in the county rather than a piecemeal, project-by-project approach - would add real value to the Growth Deal proposition.



SKV and Marketing Lancashire subsequently drafted a brief outline strategy as to how the Growth Deal could be incorporated into the LEP's communication strategy, and also how local partners and project sponsors would continue to be involved and support individual projects through PR at a local level. This paper, and the rationale behind it, was proposed to the Growth Deal Management Board for discussion on the 7th June and it was agreed that the LEP/SKV will begin to manage all Growth Deal communications, liaising with LCC and local project sponsors as required to ensure both local and regional PR continues around major Growth Deal milestones and smaller initiatives as appropriate.

2.4 Forthcoming PR Opportunities & Milestones

- Insider Business of Lancashire conference – June 20th
- Paris Airshow - June 19th - 25th
- New members for the LEP Board
- East-to-West connectivity research
- Social Value Toolkit
- Moving On skills initiative
- Digital Advantage 'graduation'
- Transport for the North Summit – June 26th
- Cumbria University's Lancaster campus opening – September 5th
- Myerscough College's Food, Farming, Innovation and Technology Centre opening – September 7th
- Opening of Lancashire Energy HQ (September 22nd or 6th October)
- Launch of Lancashire Ambassador's programme October
- EZ Cluster and Invest in Lancashire launch and promotion MIPIM UK
- Lancashire Adult Learning relocation to Northlight/Brierfield Mill
- MIPIM UK – October 18th – 19th

3. Digital Communications

The number of subscribers for the Lancashire Business Brief (LBB) has grown to 1,125 (8%) with around a 30% of subscribers opening the mail. The LBB continues to be a key source of positive economic stories and business news on a weekly basis. The plan is to now incorporate contacts made from the Place North West, MIPIM, BOOST and NPH events into the LBB database.

The LEP website www.lancashirelep.co.uk has received over 11,300 visits in the last 6 weeks.

In the last 12 months the site overall has had 165,000 views +8% and 118,000 unique visits +11%. The LEP priorities and the news sections have seen increases versus prior year but the homepage and the City Deal have decreased.



The LEP twitter account [@lancslep](https://twitter.com/lancslep) number of impressions has reached almost 54,000 in the last 6 weeks with 1,595 followers. Marketing Lancashire continues to regularly tweet positive LEP news, promoting links to key stories and retweeting partner news daily.

A new Invest in Lancashire website will be developed ready for MIPIM UK and this will showcase major strategic LEP projects and inward investment opportunities across the county. There is an opportunity for the website to include a call to action for enquiries and longer term to include a property search functionality. Rather than siting this content on the current LEP website (there will still be a link through) it is envisaged that a more practical approach would be to focus resources on updating the Invest in Lancashire website and in promoting InvestinLancashire.com as much as possible once it goes live to attract interest and enquiries. Simultaneously a refreshed LEP website will be developed over the coming months that portrays the governance, projects, objectives and details the LEP Board. Marketing Lancashire will work with the Head of LEP Co-ordination to ensure the new website reflects the work of the LEP and its structure and initiatives.

4. The Lancashire Advanced Manufacturing and Energy Cluster (LAMEC)

4.1 Positioning and promotion

Following agreement at the last Enterprise Zone Governance Committee meeting, the LAMEC “Powering Success” brand including the agreed individual site names will underpin all marketing and enquiry handing activity including promotional collateral. Strategic marketing activity will reflect the sector focus of each EZ site but also the overarching advanced manufacturing, aerospace and energy strengths within Lancashire and the ability of all EZ sites to attract and retain new occupiers.

Since the last meeting officers of Blackpool, Fylde and Wyre Economic Development Company, NPL, BAE Systems and Lancashire County Council have been engaged in the development of the proposed LAMEC strategic marketing framework, with Marketing Lancashire acting as the central co-ordinating function for this strand of activity.

Richard Barber Marketing, who developed the Samlesbury collateral has now been appointed to support Marketing Lancashire in developing a suite of marketing materials for all four sites as well as the main overarching LAMEC brand for phase 1 of the activity. This will include the development of design concepts, images, individual site propositions to be used across a suite of print and i-brochures with agreed calls to action. The cost of this work will be funded from the LEP’s budget allocated to EZ marketing activity

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



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

Discussions will now focus on the recommendations approved to deliver EZ marketing and promotional activity, enquiry generation and handling, regular communication to monitor progress and feedback sessions with all stakeholders, landowners and agents.

5. Developing an inward Investment proposition for Lancashire

With the development of the Lancashire Advanced Manufacturing and Energy Cluster marketing collateral and with the Lancashire narrative and supporting events promoting Lancashire as a compelling location for inward investment there is a requirement to now make this a tangible showcase to set out the benefits, opportunities and advantages of what Lancashire has to offer from an inward investment perspective.

There is an element of improving recognition of Lancashire as an inward investment location at local, national and international levels and an opportunity to collaborate with local authorities across the county (similar to the EZ way of working) to present a more coherent inward investment programme.

Mickledore, an economic development consultancy have now been appointed to conduct a piece of work to develop an Inward Investment Action Plan and the creation of the content for an inward investment website and brochure. A countywide consultation is being undertaken by Mickledore to meet with each of the local authorities, developers, landowners and universities to discuss;

1. Which are the key industries most represented in your area? (discussion using the data from the Business Register & Employment Survey, ONS as a baseline). Further questions to understand the strength of sub-sectors etc.
2. Who are the notable companies in these industries?



3. Which locally based companies are creating supply chain opportunities that might in turn attract inward investment?
4. Do you have any locally based assets (excluding universities) that support your industries (e.g. commercial R&D centres, industry skills initiatives etc)?
5. Which are your key commercial (i.e. for industrial/office use) developments sites and which new sites are coming on-stream in the next 2 years? Further questions in order to obtain more detail on these sites.
6. What type of companies would you like to attract to your area and which developers would you like to target?
7. How do you handle inward investment enquiries? How are these passed on to other locations in Lancashire if the specific area does not meet the company's requirement?
8. How do you feel Lancashire should be positioned to attract inward investment?
9. Which do you feel would be the best 'routes to market' (i.e. targeting companies, working with intermediaries such as commercial agents etc)

The aim is to have all supporting marketing collateral ready to launch at MIPIM UK with an agreed set of protocols in place linked to enquiry handling. The main objective of the work is to improve recognition and overall perceptions of Lancashire as an attractive inward investment location and position Lancashire within the broader national and regional context as well as within the Northern Power House. Mickledore will also update the sector matrix from 2012 and refresh the Inward Investment Action Plan 2014. Whilst the LEP is taking the lead on this work, it is very much about a collaboration with both public and private sector partners to create a compelling and coherent inward investment programme for Lancashire.