



CITY DEAL

Preston, South Ribble & Lancashire

Marketing and Communications Strategy
Jan 2016 – Mar 2017

Produced by Ginette Unsworth, Lancashire County Council on behalf of the City Deal
Communications sub group

Background

The City Deal communications sub group comprises the following members: Stephen Parkinson, Head of Communications Preston City Council; Dave Pollard, Communications Manager, South Ribble Borough Council; Christine Hill, Communications Manager, Homes and Communities Agency; and Ginette Unsworth, Communications Programme Director, Lancashire County Council.

The group has been working effectively together to the past 18 months and have delivered a number of communications plans and marketing collateral including:

- Media relations and stakeholder updates on numerous specific housing, employment and road schemes including consultations
- Creation of a brand for the ten year project
- A regularly updated City Deal web presence as part of the Lancashire Enterprise Partnership website
- A City Deal Twitter account
- A bi-monthly electronic bulletin sent out to over 600 key stakeholders
- A two minute animation video to explain City Deal's vision
- A leaflet explaining an overview of City Deal
- A community focussed exhibition stand displayed in community locations such as supermarkets, libraries, shopping centres etc
- A leaflet per zone (6 different leaflets) explaining plans and managing expectations on timescales
- User friendly maps including a digital interactive map and fly throughs of each road scheme
- Two business testimonial videos using existing businesses to sell the area to prospective interested parties
- High quality photography to portray a high quality and professional image for the area
- Large scale site signage to badge the City Deal message at key locations including road schemes and housing sites

Now that the marketing building blocks have been created, the ambition is to take the marketing and communications to an even more strategic level and amplify the message beyond Preston and South Ribble.

Objectives

The City Deal project is of great strategic significance to the lead partners, addressing strategic transport infrastructure and economic development challenges. The benefits over the 10-year period will have considerable impact on the local population and on the area's status at regional and national level alike, with:

- More than 20,000 new private sector jobs;
- £1 billion growth in Gross Value Added (GVA);
- Over 17,000 new homes; and
- £2.3 billion in leveraged commercial investment.

It will also drive the delivery and maximise the economic impact of the Lancashire Enterprise Zone based at Samlesbury and Warton, a major strategic project in itself.

These objectives will be supported through communication and marketing activity but the following are more specific objectives that are relevant to this strategy:

- **To ensure a consistent approach to all external communications activities relating to the City Deal**
- **To effectively engage with appropriate stakeholder groups**
- **To raise the profile and sell the vision of the City Deal area, and its impact on the Lancashire economy, on a local, regional and national level**

Target Audience & Key Messages

The audiences we are seeking to communicate with are diverse and our approach will reflect their different perspectives. Although the overarching messages will have universal appeal and be the basis for consistency across City Deal communications, the emphasis will clearly change and content will be tailored dependent on the message relevant to the audience.

The table below outlines the audiences and focus:

Audience	Focus
Local businesses	<ul style="list-style-type: none"> ▪ Long term vision; where the City Deal area will be in 10 years' time ▪ Aspirational outlook centred around economic growth ▪ Benefits of increased connectivity ▪ Demonstrating progress on major schemes ▪ Showcasing positive economic growth stories ▪ Acknowledgement of short term disruption for long term gain ▪ 'Working together' to increase confidence in the area
Businesses further afield	<ul style="list-style-type: none"> ▪ Long term vision; how City Deal will transform the area and fundamentally change its offer to business ▪ Many more, viable opportunities for businesses to expand and locate ▪ Excellent strategic location ▪ Wider benefits of living and working in the area ▪ The skilled workforce in the area is expanding
The development industry	<ul style="list-style-type: none"> • Promote the development opportunities of the City Deal, and ensure that they are packaged in a way that appeals to the market • Explain the need for high-quality housing in the area ▪ Show how the public sector's pioneering investment models can stimulate the local economy
Residents in and around the City Deal area	<ul style="list-style-type: none"> ▪ Optimistic and aspirational view of the future ▪ New and improved community amenities ▪ Better transport, less congestion ▪ New job opportunities ▪ Development will drive investment in communities ▪ Acknowledgement of short term disruption for long term gain; necessity of new infrastructure to achieve positive outcomes
Communities directly affected by major schemes	<ul style="list-style-type: none"> ▪ Putting the schemes in context of the wider benefits, to help minimise misunderstanding and concern ▪ Clear and timely factual information at key scheme milestones ▪ Effective consultation at relevant stages ▪ Practical information and clear signage to minimise disruption and support a good customer experience during major works

In addition to these outlined audiences we will engage with MPs and identified ambassadors to enable them to champion City Deal on a wider scale.

Working closely with the LEP marketing and communications

The Lancashire LEP has made significant progress since it was established in 2011, building a portfolio of major strategic work programmes including the Preston, South Ribble and Lancashire City Deal. One of the LEP's current priorities is to address the county's long term under performance in positioning and marketing the Lancashire offer to potential new investors, occupiers and businesses as well as enhancing the understanding of the LEPs role and impact among existing businesses and communities within the county.

A strategic marketing project commissioned by the LEP, led by Marketing Lancashire includes the development of a compelling Lancashire narrative clearly setting out a strong identity and sense of place for Lancashire and a 12 month PR campaign across a range of communication channels to increase awareness of the Lancashire offer amongst key stakeholders, the media and businesses with the potential to invest in or otherwise support Lancashire's growth.

The City Deal is a key strategic initiative for the LEP and for Lancashire and as such Marketing Lancashire will ensure that the City Deal is promoted regionally and nationally in a coherent and consistent way that is aligned to the key messaging of City Deal to attract investors, developers and occupiers. Marketing Lancashire will work with the City Deal comms team to maximise opportunities both within the City Deal Marketing and Communications strategy and from those emerging through its role in the LEP's strategic marketing project . A separate session will take place with Marketing Lancashire's Chief Executive, the City Deal Comms team and the economic development representatives from the three local authorities to discuss the best way to appeal to these target audiences, what call to action and routes to market will be used and how will any enquiries that such activity generates be fulfilled.

A Lancashire Ambassadors programme will be launched in February 2016 which will include key business leaders who can champion Lancashire and who are proactive advocates helping to influence how Lancashire is positively perceived and portrayed to target audiences. Marketing Lancashire will work to seek Ambassadors for the City Deal.

Communications and marketing approach

The communications and marketing approach over the next year will focus on: continuing to get messages out to local communities and businesses; amplifying the message on a regional scale; and promoting our City Deal to a national audience. The tactics outlined in this plan ensure that the story of the Preston, South Ribble and Lancashire City Deal will be heard not just on a local but on a greater scale and will lead to attracting inward investment to the area. The story to tell to a wider geographical business audience is even bigger than just the City Deal footprint and there will need to be a strong synergy with the Lancashire narrative being developed on behalf of the Lancashire Enterprise Partnership. The communications sub group will work closely with Marketing Lancashire (and subcontracted partners SKV and The Thinking Place) to ensure a consistent message and approach to attracting new business to the area by using a compelling Lancashire story or economic narrative, which clearly sets out a strong identity and a clear sense of purpose and place. This will underpin the future place marketing and positioning of all the LEP 'offers'.

The narrative will translate to any messages as part of national City Deal campaigns, events and promotions to attract business enquiries.

The communications sub group will need to work closely with economic development colleagues across all four organisations to ensure one point of contact, a clear call to action and a seamless and professional customer journey into finding out how to do business in the area. This 'funnel' to channel enquiries will be used across all communications and will help measure enquiries coming in more effectively.

To ensure a consistent approach, effective reach and measurement of return on investment, all advertising and events for City Deal should be channelled through the communications sub group. This will also ensure consistency of branding and message and allow a centralised but collaborative approach to all marketing and communications activity.

The communications and marketing approach will use multiple channels relevant to the audience and will continue to utilise the digital channels and building blocks outlined in the 'Background' section of this report, in addition to the following specific activity.

Business focussed activity

The business focussed activity in this section assumes a clear 'funnel' to channel inward investment enquiries to ensure a simple customer journey for those enquiring.

Business Events

An events schedule will ensure key audiences continue to be updated and new business attracted to potentially invest in the area in future. Events will be targeted at business, developers and agents and will be held on a local, regional and national level to start to generate more business interest. The communication sub group will work closely with Marketing Lancashire to set up a number of events and use the work being carried about by the Thinking Place (commissioned by the Lancashire Enterprise Partnership) to create a narrative for Preston, South Ribble and Lancashire. City Deal will be closely aligned as one of the Lancashire Enterprise Partnership's (LEP) 'offers' and on a regional and national level the LEP will be the strategic message to create interest in Lancashire.

Events already considered for the year include:

Local	2 x Investor and Developer forums – April and November 2016
Regional	Insider business LEP event – March 2016
	Lancashire Business View City Deal event – February 2016
National	Lancashire/LEP ambassadors event in London
	Mipim UK property event at Olympia - October

Advertising

To continue to update businesses and local communities on the importance of the project for the area, digital advertising will run to generate more views of the two minute animation film which tells the story of City Deal in a succinct way.

Once more schemes come to fruition later on in 2016, work with Marketing Lancashire will see advertorials will be placed in national publications to generate developer, agent and business interest in the area in general. In subsequent years the adverts will be more targeted to specific sites as more development comes forward but this year will focus more on awareness of the opportunities in general. The outcomes of the advertising will be measured by enquiries to the agreed point of contact.

Speaking opportunities

Opportunities to speak at conferences will be explored including national housing and regeneration conferences and opportunities to showcase our City Deal and the progress already made via DCLG events.

Ambassadors

As part of the LEP's work on creating a narrative for Lancashire the intention is to draw up a list of key influencers who can be ambassadors. As City Deal is a key part of the LEP's activity, the ambassadors will be provided with a brief on this project to enable them to have strategic conversations about Preston, South Ribble and Lancashire with others in their networks.

Business leaflet

A business leaflet will be created to provide more specific economic messages for business already local to the area and looking for confidence to expand, and potential businesses nationally looking to relocate to the area. This communication will be used at business events and will be sent out to anyone enquiring about opportunities in Preston and South Ribble as a result of the national advertorials.

Business web content

The City Deal area of the LEP website will start to see more business related content highlighting the opportunities in the area, the education and skills provision for workforce planning, supply chain businesses and quality of life opportunities for employees. This content will grow as more developments become available over the duration of the project.

General activity

Media relations

Media relations will play an important role in updating local residents and business on progress on specific schemes as well as informing about consultations, and political decision making to enable schemes to progress. This forms a large day to day role for the Communications sub group team to ensure consistent messages to the media and key stakeholders across various communication channels. A communications protocol has been developed to ensure a seamless approach to communicating messages externally (see appendix I). A list of the media activity envisaged to promote the specific schemes month by month can be seen in appendix II.

To amplify the message through media relations on a regional and national scale, the Communications sub group will work with SKV (a PR Agency appointed by the Lancashire Enterprise Partnership to attract more regional and national coverage). Feature pieces with national trade and technical magazines such as the Estates Gazette will ensure a national understanding of the ambition for the area.

Opportunities for ministerial visits will be identified and HCA's close links with central government will help secure such visits in particular for housing projects.

Community roadshow

An exhibition stand explaining City Deal will continue to be rolled out in various different locations across the six City Deal zones, using the zone specific leaflet to give more detail to those very local communities. The leaflets will need to be updated at the end of 2016 to reflect progress and any potential changes with the project.

Signage

City Deal large scale signage at a scheme is very impactful to raise awareness of the brand and tie the different projects together in the minds of the audience. This signage is already being used on road schemes and will continue to do so as new works commence, but will start to be rolled out further across new housing and employment sites. For example a sign announcing the building of Broughton Bypass would be seen by the 26,000 vehicles that pass through Broughton on a daily basis, making the opportunities to see enormous.

Photography

To aid day to day communication, a bank of photography of each site including aerial drone footage will be created which can be used in press releases, on the website, as part of consultation exercises or on social media.

Twitter

Social media will continue to be an important channel to get the City Deal message out to a self-selecting audience and will be used on a weekly basis to push out operational and strategic messages.

E-bulletin

The e-bulletin will be issued to recipients on a bi monthly basis to keep City Deal and its progress top of the agenda. Other marketing activity will drive more on-line sign ups throughout the year.

Targets

As with any investment, measuring success is vital and the two key measures for communications and marketing are; understanding of the project and its importance, and helping to generate business enquiries about the area. The following measurements will be used to understand how effective the communications and marketing of the project is:

- increase the number of people who have heard about City Deal in Preston and South Ribble to 50% of local people
- start to generate conversations about doing business in Preston and South Ribble

In the first year the measure about inward investment enquiries will form the baseline, and targets will be set for percentage increases for the subsequent years.

There are also a number of specific output targets that will be monitored as part of the duration of this plan:

- ❖ Media reach of 8m and Advertising Value Equivalent of £100,000
- ❖ E-bulletin subscribers to increase by 20%
- ❖ Twitter followers to increase by 50%
- ❖ Increase views of animation by 100%

Timescales and Budget

The following activity will be delivered by the Communications sub group between January 2016 and January 2017 and has budget implications which funding will need to be identified for. This strategy assumes a time resource from communications colleagues at Preston City Council, South Ribble Borough Council, HCA and Lancashire County Council which involves weekly workloads and a monthly meeting commitment.

The timings in some instance are approximate.

Activity	Proposed timing	Approx. budget
Media relations	Ongoing	n/a
Events*	Throughout the year	£15,000
Advertising	January and October	Digital adverts - £2,000 Advertorials - £15,000
Speaking opportunities	Throughout the year	n/a
Community roadshow	Throughout the year	Set up of stand at 30 different events - £6,500 Design and print of zone leaflets - £1,500
Signage	Ongoing	Production and set up of 20 signs - £20,000
Business leaflet	January	£2,000
E-bulletin mailchimp charges	Bi-monthly	£1,000
Ambassadors	January	n/a
Photography	Spring	£2,000
	Total:	£65,000

*national events will be funded via the Lancashire Enterprise Partnership

Evaluation

Awareness of the project will be monitored by regular questions on the Living in Lancashire postal survey which goes out to over 3,000 people each quarter.

Business interest will be monitored via conversations or requests for more information on employment and development sites in the area.

Contact Information

Please do not hesitate to contact us should you have any questions or would like to discuss any element of this strategy.

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Appendix I

Cascading information to stakeholders

The draft framework below outlines an order for cascading information/announcements relating to highway schemes, local planning applications and HCA owned land. It complements the communications protocol established by partners earlier this year.

Highways and transport master planning messages (LCC lead)

Major update/proposal relating to scheme – if it is linked to a decision making report do not circulate report prior to it being published on the Lancashire County Council website

1. LCC project officers to brief Leader, Deputy Leader, Cabinet Member and Chief Executive
2. LCC project officers to brief Preston/South Ribble key officers
3. LCC comms officers to brief Preston/South Ribble comms, agree media relations approach and circulate draft news release as appropriate
4. LCC project officers to brief local member/s and offer a face to face briefing (if appropriate) prior to report being published online
5. Preston/South Ribble project officers to brief as appropriate in their organisations (officers and councillors) prior to any report being published online or external communications being issued
6. LCC and district project officers to highlight any relevant issues to comms/senior officers following their respective briefings to members
7. Report published on the LCC website
8. LCC comms to issue press release and note to a wider group of stakeholders
9. Preston/South Ribble comms leads to cascade information to their stakeholders

Update on scheme delivery

1. LCC project officers to brief local member/s and offer a face to face briefing (if appropriate)
2. LCC comms to issue press release and note to a wider group of stakeholders
3. Preston/South Ribble comms leads to cascade information to their stakeholders

Relevant Local Plan, master planning and local planning applications (district lead)

1. Preston/South Ribble project officers to brief LCC officers
2. Preston/South Ribble comms to brief LCC comms, agree media relations approach and circulate draft news release as appropriate
3. LCC project officers to brief as appropriate in LCC – officers and members
4. LCC and district project officers to highlight any relevant issues to comms/senior officers following their respective briefings to members
5. Preston/South Ribble comms issue press release
6. LCC comms to cascade information to a wider group of stakeholders if appropriate e.g. milestone event

Disposal of HCA land or HCA planning applications (HCA lead)

1. HCA project officers to brief LCC and district key officers
2. LCC/district project officers brief as appropriate in their organisations
3. LCC and district project officers to highlight any relevant issues to comms/senior officers following their respective briefings to members
4. HCA comms to brief LCC/district comms, agree media relations approach and circulate draft news release as appropriate
5. HCA comms issue press release
7. LCC/district comms to cascade information to a wider group of stakeholders if appropriate e.g. milestone event

Appendix ii

City Deal general communications planner – autumn 2015

Timings may be subject to change

Key

Zone 1 North West Preston	Zone 2 North East Preston	Zone 3 Preston City Centre	Zone 4 Penwortham and Lostock Hall	Zone 5 Leyland and Cuerden	Zone 6 Bamber Bridge
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January 2016

Roads	Housing	Employment	Community
Fishergate works start up to Minster and along Cannon Street	Storys start on site at Cottam Hall - Ministerial visit?		GW upgrade start of works
East/West link road consultation	Land at Eastway, Broughton – reserved matters application and estates Gazette piece re Storys		Grimsargh Green drainage improvements – start of work
PWD consultation – 13,18, 20 Jan	Outlining planning application for Pickerings Farm		Winckley Square Gardens work starts
Cuerden strategic site road infrastructure planning app submitted	Outline planning permission for Altcar Lane		PWD to Samlesbury corridor improvements construction contract awarded

			East Cliff cycle link - work starts
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February 2016

Roads	Housing	Employment	Community
A582 - Croston Road roundabout work starts	Approval of Croston Road South?		
New Hall Lane work starts			

March 2016

Roads	Housing	Employment	Community
PWD and East West link road planning application submitted			Grimsargh Green drainage improvements –work complete
			St Catherine's Park – work completed

April 2016

Roads	Housing	Employment	Community
PWD and East West link road outline business case submitted			Longridge/Grimsargh/ Ribbleton/City Centre concept design consultation
PWD and East West link road construction			PWD to Samlesbury corridor improvements

tender			construction starts
Heatherleigh and Moss Lane spine road construction starts			Hutton to Higher Penwortham/City Centre local corridor improvements consultation
Cuerden strategic site road infrastructure work starts			North of Lostock Lane – Lostock Hall local corridor improvements consultation
Pickerings Farm link road - contract awarded			Croston Road roundabout – lorry pop
			South of Lostock Lane local corridor improvements consultation

May 2016

Roads	Housing	Employment	Community

June 2016

Roads	Housing	Employment	Community
Penwortham Bypass consultation			Longridge/Grimсарgh/ Ribbleton/city centre concept design approval and outline design agreed
PWD and East West link road outline business case approved			
A582 - Tank roundabout			

work complete (work continues on spine road)			
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July 2016

Roads	Housing	Employment	Community
PWD CPO inquiry (by end Sept)			Bamber Bridge work starts
East West link road contract tendered			Hutton to Higher Penwortham/City Centre local corridor improvements consultation
			North of Lostock Lane – Lostock Hall local corridor improvements approval
			South of Lostock Lane local corridor improvements approval
			Worden Park car parking improvements work starts

August 2016

Roads	Housing	Employment	Community
Penwortham Bypass planning app submitted			

September 2016

Roads	Housing	Employment	Community
PWD and East West link road			PWD to Samlesbury corridor

Appendix 'A'

planning application determined (by end Sept)			improvements construction work complete
A582 – Tank roundabout work complete			
Heatherleigh and Moss Lane spine road construction complete			
A582 - Croston Road roundabout – work complete			

October 2016

Roads	Housing	Employment	Community
East West link road contract awarded			Broughton local corridor concept design consultation and approval
Cottam Parkway business case submitted?			
Pickerings farm link road – work starts			

November 2016

Roads	Housing	Employment	Community

December 2016

Roads	Housing	Employment	Community
Penwortham Bypass – construction contract tendered			GW upgrade – work complete
Fishergate Central Gateway - work complete			Winckley Square Gardens work complete
			East Cliff cycle link - work starts