



Lancashire Enterprise Partnership Limited

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Developing a Strategic Marketing Proposition for Lancashire

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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:

- 1) Note and comment on the contents of this report;
- 2) Approve the proposed approach to continuing to develop a strategic marketing proposition for Lancashire, as set out in this report;
- 3) Agree that Lancashire is represented at MIPIM UK and that the estimated £20,000 cost for exhibiting is funded from the LEP's strategic marketing budget;
- 3) Approve that the LEP is a key partner in the Great Exhibition of the North Bid as set out in paragraph 5.5 of this report and that the LEP provides the £12,000 funding required from its strategic marketing budget to formulate a bid and employ the services of a quality bid writer;
- 4) Approve the recommendation of the EZ Governance Committee to use up to £5,000 from the LEP's agreed strategic marketing budget to commission the proposed work from Freshfield.
- 4) Approve the extension of the SKV Communications' contract at a cost of £33,000 plus VAT for a further 6 months as set out in 7.2 of this report using funding from the LEP's strategic marketing budget; and
- 5) 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 generated.



Background and Advice

1. Context

- 1.1 The delivery of strategic marketing activities for the LEP continues with outputs generated from media and communications, branding, events planning and delivery.
- 1.2 Thinking Place were appointed to lead on the development of a compelling Lancashire narrative that sets out a strong proposition and identity and a clear sense of purpose and place for the county whilst generating the endorsement and support of the private sector.
- 1.3 SKV Communications were appointed to deliver an initial 12 month media and communications campaign to increase awareness of the Lancashire offer with key stakeholders and business audiences.

2. Activity update: Developing the Lancashire Economic Narrative

- 2.1 Work continues to develop the Lancashire brand, the Lancashire narrative, a supporting creative campaign and video, a new Ambassadors Programme and collateral for a launch in September.
- 2.2 A couple of venues have been considered to host the launch and a date and venue will be confirmed shortly. All those who took part in the consultation will receive an invitation to the launch with the aim to have approximately 250 guests at the initial launch in Lancashire. The possibility of then taking this to launch in Manchester and London is also being considered.

3. Activity update: Media and Communications

Activity Overview

- 3.1 The positive PR momentum and 'drum beat' approach built up over the last six months has continued throughout April and May with the LEP receiving positive media coverage and credit across a wide range of stories linked to a number of key LEP priorities and initiatives. This has been achieved despite there being a period of Purdah due to local elections.
- 3.2 This demonstrates that by taking an intelligent, sensitive and proactive approach to communications the LEP is able to increase its visibility in local and regional media.



Changing Perceptions of the LEP (and Lancashire)

- 3.3 May saw the publication of the Insider magazine's regional Lancashire review which took the shape of an 8-page feature and reported extensively on the achievements of the LEP in the last year and also reported on March's Business of Lancashire conference. An electronic version of the feature was distributed to all LEP Board Directors.
- 3.4 One of the main overarching themes proposed by the LEP prior to the conference was 'Lighting Up Lancashire', with an emphasis on the county having a new energy, confidence and sense of unity, purpose and pride being driven by the LEP and its partners.
- 3.5 This was reflected at the start of the Insider feature with the introductory headline 'A New Chapter In Lancashire's Story'. The feature proceeded to report positively on a range of Lancashire and LEP achievements and aspirations including Growth Deal, City Deal and the importance of the aerospace and advanced manufacturing sectors.
- 3.6 The reporting from the conference, a feature on BAE's F-35 programme and a number of testimonials from Lancashire SMEs were also all very positive with regards to Lancashire's future potential.
- 3.7 This perception of 'Lancashire and the LEP getting its act together' was also borne out by a recent opinion piece from the former BBC NW Political Correspondent Jim Hancock on the Downtown In Lancashire website, who reflected on the issue of devolution and the region's more rural regions, and gave great credit to the Chair of the LEP as a key driver in Lancashire's progress and increased activity.
- 3.8 The current edition of Lancashire Business View also illustrates how the work of the LEP is being conveyed positively by the media with a large news item on how the LEP's Growth Deal is being successfully delivered, reports on the LEP-facilitated Italian aerospace trade mission which recently visited Samlesbury, a half-page article on the launch of the Blackpool Airport and Hillhouse Enterprise Zones, dedication of a third of a page within a feature on Fylde to positive developments happening at the Warton site of the Lancashire Enterprise Zone, and has run a picture and extensive quotes from the Chair of the LEP about the appointment of new Boost training providers.
- 3.9 With regards to the Growth Deal specifically, the recent 'one year on' success story issued by the LEP, which was widely reported on, was also directly cited by James Wharton, minister for the Northern Powerhouse, in response to a parliamentary question by Mark Menzies MP regarding the effectiveness of the Lancashire LEP in 'progressing the Growth Deal'. This is also now a matter of public record through Hansard.



Lancashire and national positioning

- 3.10 In parallel to this consistent flow of positive LEP and Lancashire stories through local and regional media, which has seen the LEP's reputation tangibly increase and improve whilst also reiterating a number of key messages about its work and the future prospects of the county, there has been considerable work going on behind the scenes to ramp up communications activity targeting national audiences.
- 3.11 Aerospace has been at the heart of this work, and following Burnley's promotion to the Premiership (a cultural and social 'backdrop' popular with national media looking for a topical hook linking to the fortunes of a given region/conurbation), SKV has been proactively contacting all national business and news media presenting the 'Burnley Bounce' as symbol of an upbeat and bullish Lancashire going forward.
- 3.12 SKV have secured a commitment from The Times' Industry Editor Robert Lea regarding a visit to Lancashire in mid-July to look at the 'boom' in aerospace and advanced manufacturing within the county using Burnley as the hook.
- 3.13 SKV is now working closely with Burnley's inward investment team and Burnley Bondholders, in addition to the NWAA, to set up a number of visits and interviews as part of a day's itinerary centred upon the aerospace cluster at Innovation Drive and Lancashire Digital Technology Centre.
- 3.14 Participants provisionally include:
- Mike Garlick, Burnley FC chairman
 - Mark Crabtree, Burnley Bondholders/AMS Neve
 - Aircelle
 - Kaman
 - Velocity Composites
 - BCW
 - FDM
 - Lancashire Enterprise Partnership - Mike Damms
- 3.15 SKV will continue to liaise with these companies and partners to ensure everyone is briefed on the wider prosperous Lancashire messages, and the significance of the aerospace sector and supply chain (both civil and military), prior to The Times' visit.

Aerospace Lancashire at Farnborough

- 3.16 The work outlined above with regards to engaging with national media around the aerospace piece is running in parallel with other media and positioning work linked



to Lancashire's presence at the Farnborough Air Show under the new 'Aerospace Lancashire' banner.

- 3.17 To support Lancashire's attendance at Farnborough, SKV is liaising closely with BAE Systems in order to maximise PR opportunities around the F-35 programme and its 'reveal' at the show. SKV is also working closely with the NWAA to produce a 'ramp-up' aerospace narrative for Lancashire based on the increasing order-books linked to the F-35 and a number of Airbus fleets which rely on the Lancashire supply chain.
- 3.18 This PR piece is set to inform additional stories aimed at national media, both during and post-Farnborough, and also support the economic development/Colliers sales messages at the show regarding the commercial opportunities available at Samlesbury.

Recent Communications Highlights

- 3.19 The LEP's continued investment in major projects linked to key economic drivers, which traditionally were not proactively communicated as positive LEP interventions, continue to make news on a regular basis.
- 3.20 In April and May these included numerous stories across the skills, inward investment, infrastructure and business support agendas.

Inward Investment:

- The LEP's role in funding Burnley Vision Park through a £1.7m Growth Deal funding contribution was highlighted in many media reports.
- Other major inward investment projects credited to the LEP included Blackpool and Hillhouse Enterprise Zones 'going live', Brierfield Mill's continuing development and the new vision for Preston Markets.
- In addition, City Deal funding for Bamber Bridge improvements was credited to the LEP in local news reports.
- The LEP were also positioned in PR activity as the lead facilitator for the recent visit by an Italian consortium of aerospace firms to Samlesbury in partnership with BAE. This resulted in seven separate pieces of media coverage in local, regional and trade press.

Business Engagement and Support

- One aspect of the LEP's work which has been identified as requiring more external profile is with regards to business support.



- Traditionally the 'Boost' brand has been the main vehicle to communicate this aspect of the LEP's work, but there is a clear opportunity to increasingly highlight the LEP's role in supporting the Boost programme and clarify that the LEP is responsible for the county's Business Growth Hub. This in turn will help to demonstrate that the LEP directly supports private sector business growth in the county.
- As part of this process, and building on the recent Boost European funding announcements credited to the LEP, the LEP's role in backing local business and its role in Boost has been highlighted in a number of recent stories.
- These include championing a clutch of local firms who have been granted the Queen's Award for exports, celebrating the success of Blackpool business Skribbies, which was featured in the government's national 'Growth Hub Week', and the LEP being quoted in a recent announcement regarding new Boost training providers.
- SKV is soon to be briefed on drafting an inward investment case study and promotional film linked to the help, funding and employment support Lancashire has given to the Preston call-centre company Hinduja.

Skills and Education

- Extensive coverage was secured around the £2.5m funding awarded to the University of Cumbria including a piece on ITV online.
- Other skills stories included LEP support for the Lancashire Young Apprenticeship Ambassador Network and the appointment of a developer for Blackpool's Energy HQ.

Digital Communications

- 3.21 The Lancashire Business Brief (LBB) now has nearly 900 subscribers and continues to be the county's best source of positive economic stories and business news on a weekly basis.
- 3.22 The LEP website has seen increases in sessions, users and page views of 208%, 103% and 51% in the last 12 months versus prior year.
- 3.23 The LEP twitter account (@lancslep) has recently exceeded 600 followers and continues to regularly tweet positive LEP news, promote links to key stories and retweet partner news on a daily basis.
- 3.24 The Lancashire Link newsletter continues to showcase key LEP stories, projects, news and views on a monthly basis.



3.25 www.lancashirelep.co.uk's news pages kept regularly up to date with strategically important stories delivering key messages on behalf of the LEP and partners.

Upcoming Stories and Opportunities

3.26 In addition to supporting Lancashire at Farnborough, and the wider aerospace piece as outlined above, SKV is anticipating a number of potential media and PR opportunities and angles emerging over the summer/early autumn.

3.27 These include:

- The appointment of Colliers to market Samlesbury and the potential naming and positioning of the Enterprise Zones.
- A 'refreshed' and revised LEP Strategic Economic Plan - with updated innovation and productivity review and forecasts.
- Runshaw College 'launch' activity (Growth Deal project).
- Progress being made on a potential combined authority for Lancashire.
- The 'reveal of the Lancashire narrative' and ambassador's programme.
- Lancashire's prominence at MIPIM UK in October.

4. City Deal

4.1 The Chief Executive of Marketing Lancashire has been working with the City Deal Communications Programme Director to agree elements of the marketing and communications strategy that promote the benefits, progress and scale of the project on a regional and national level.

4.2 Recent activity has included the Insider Magazine Lancashire feature included quotes from Jim Carter, Chair of City Deal, Edwin Booth City Deal/LEP quotes provided for Preston City Council's markets quarter release and City Deal news and stories appearing regularly via the LEP twitter account, in the Lancashire Business Brief and the Lancashire Link newsletter.

4.3 The City Deal pages on the LEP's website are a key resource for many stakeholders including partners and media. There are now refreshed City Deal key messages and a new positioning piece uploaded to the City Deal pages within the LEP website.

4.4 Marketing Lancashire is currently in talks with property and investment publisher Place North West about a potential City Deal focused event in the autumn and City Deal will be incorporated in to the MIPIM UK Lancashire proposition in October.

5. Activity update: events

5.1 There has been considerable progress with ensuring Lancashire's presence at key events nationally. Lancashire will be exhibiting at the Farnborough Air Show in mid July under the banner of Aerospace Lancashire within the NWAA main stand. The



event will be attended by Andy Walker, Sue Roberts and Chris Dyson from LCC's Economic Development team and Andy Delaney from Colliers International. The team is working with NWAAs who have been tasked with supporting effective market engagement activity at the Farnborough Air show to include short listing and arranging appointments with target businesses.

- 5.2 Lancashire has reserved a stand at the MIPIM UK exhibition, 19th - 21st October, at Olympia. MIPIM UK is the UK's largest exhibition and conference for property professionals providing a market place for British and International investors to meet. The conference attracts 5,000 delegates from 35 cities, 100 exhibitors and over 60 conference sessions and networking opportunities. Work is underway to determine what events Lancashire wants to host or be involved in, for example, plenary conference sessions or a dinner event. Partnership packages will need to be worked up to include sponsorship opportunities for potential private sector partners. Estimated costs for the stand space and stand build is approximately £20,000.
- 5.3 The Department for Culture, Media and Sport is running a competition to find a venue in the North of England to host the Great Exhibition of the North in 2018. The Government has announced £5m of funding towards the exhibition. The winning venue will create and implement an exhibition that celebrates the great art, culture and design of the North of England, showcasing local artists and performers, cultural organisations and creative businesses, promoting innovative and entrepreneurial activity, and highlighting research conducted by universities in the region. The exhibition is part of the Government's investment in the North of England, and follows funding for the Factory Manchester and Hull UK City of Culture.
- 5.4 After various conversations with peer organisations in the North as well as with the Design Council and Visit England, Marketing Lancashire is working with Creative Lancashire and key cultural and creative partners across the county in a programme of work that is required to generate ideas about an approach, potential venues and content linked to the criteria to submit a comprehensive bid. This process is also an opportunity to potentially fuel other submissions for funding that could support cultural development of events in Lancashire in the future.
- 5.5 In order to submit as compelling a bid as possible, in collaboration with Blackpool who have been progressing a comprehensive bid linked to the Winter Gardens development of a Heritage Museum which would create a legacy for the Exhibition, it has been agreed that it would be more effective to create a joint bid rather than two separate bids being submitted. Work is ongoing to submit a joint bid by the end of June deadline. The LEP will be one of the key partners as part of the bid. Costs to run the programme of work, formulate a bid and employ the services of a quality bid writer will be approximately £12,000.



- 5.6 Plans are in progress to host a Lancashire Day event at the House of Commons at the end of November aimed at engaging with MPs. Discussions are taking place to confirm the content of the event but there may be an opportunity to hold a “Meet the Producers” event showcasing Lancashire’s strengths in the Food and Drink sector whilst also launching the Lancashire narrative and key highlights from the LEP’s activity. In the meantime each Lancashire MPs will be communicated with to introduce them to the Lancashire Business Brief and the Lancashire Link in order that they can start to receive these updates.

6. Positioning and Promotion of Lancashire’s Enterprise Zones

- 6.1 The LEP has been successful in securing Enterprise Zone (EZ) status for four separate sites across Lancashire; the most number of EZ sites awarded to a single LEP
- 6.2 The four EZ sites have a strong and complementary industrial focus, building on Lancashire’s national and international strengths in the aerospace, advanced engineering and manufacturing, energy and chemical industries; and collectively will help to create over 10,000 highly productive high value jobs. An economic and investor offer of real significance and potential within the Northern Powerhouse context.
- 6.3 The aspect of the strategic marketing activity of positioning and promoting Lancashire’s assets to attract FDI is of specific relevance to the success of the Lancashire EZ programme. It is now timely to consider the approach to branding, naming and positioning in the market place, both collectively and individually of Lancashire’s four EZs in order to ensure a compelling offer can be developed and communicated to relevant target markets and investors/occupiers.
- 6.4 Considerations need to include:
- Who is the LEP trying to influence and target through the promotion of its EZ programme and individual sites?
 - How will such audiences perceive or understand the respective names given to what to the Lancashire EZ programme or individual sites?
 - Will that perception and understanding impact on an investor/occupier decision to engage with the Lancashire EZ programme or individual sites?
 - The extent to which local authority and key EZ landowner buy-in can be secured to develop and implement an agreed approach?
- 6.5 At the EZ Governance Committee (EZGC) meeting on 7th June it was agreed that the Chief Executive of Marketing Lancashire and the Head of LEP Co-ordination and Development, in consultation with local authority partners and key EZ landowners prepare an initial 12 month EZ marketing and communications plan

for consideration by the EZGC at its September meeting. The Committee also approved the use of up to £5,000 from the LEP's agreed Strategic Marketing budget to commission the proposed work from Freshfield.

- 6.6 Consultation and collaboration with local authority, landowner, commercial agent partners and key stakeholders will take place over summer to produce a plan that will include visual concepts and naming options as well as calls to action and fulfilment of enquiries.

7. **SKV Communications**

- 7.1 SKV Communications were appointed in June 2015 to deliver an initial 12 month media and communications campaign to increase awareness of the Lancashire offer with key stakeholders and business audiences. A review document from the last 11 months has been provided to the Chief Executive of Marketing Lancashire and the outputs from the appointment of SKV can be measured in both quantitative and qualitative terms:

- There is demonstrably a higher profile for the LEP, its activity and LEP Board Directors and Chair.
- There is a consistent “drumbeat” of positive LEP messages with over 170 press articles.
- Partners now cite both SKV and Marketing Lancashire and are more proactive in asking for the LEP to cooperate in PR.
- The LEP has a new confidence and authority in the media and public forums.
- Integrated communications – media relations with advertorial, digital communications and events.
- Rapid and agile response to client and media needs.
- Direct contact with media reporters and influencers in Lancashire and North West regional news and business, specialist trade and national media.
- A proactive approach to news and events opportunities.
- Ownership of the story on behalf of the LEP when liaising with partner communication teams at LCC, City Deal, educational establishments, BAE systems, Burnley Bondholders, etc.
- Honest counsel, advocacy and networking on behalf of the LEP and support resource for the Chief Executive of Marketing Lancashire is provided by SKV.

- 7.2 To continue with output and delivery of media and communications activity and to ensure maximum opportunity from planned events including the Farnborough Air Show, the launch of the Lancashire narrative and MIPIM UK it is recommended that SKV's contract is extended by 6 months at a cost of £33,000 plus VAT.