



Lancashire Enterprise Partnership Limited

Private and Confidential: No

Date: 13 September 2016

Strategic Marketing and Communications Update

Report Author: Ruth Connor, Chief Executive, Marketing Lancashire

Executive Summary

This report updates the Board on the development of marketing and communications activity for the Lancashire Enterprise Partnership (LEP), including the development of a strategic marketing proposition.

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 the strategic marketing outputs.

Background and Advice

1. Context

- 1.1 The delivery of strategic marketing activity for the LEP continues with outputs from media and communications, branding, events planning and delivery and development of the Lancashire narrative. This report outlines progress being made in each area.
- 1.2 Further to approval at the last Board Meeting in June, SKV Communications' contract has been extended by a further 6 months. SKV 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 The launch of the Lancashire Story will be held at Burnley Football Club on 18 October between 08.30 and 10.30am. We are currently awaiting confirmation from Sean Dyche, team manager of Burnley FC and Andrew Percy Northern PowerHouse Minister, who have both been invited to speak. Director of Communications for the NPH, David Watson, will also be attending. The event will not only be an opportunity to launch both the Lancashire Story and Ambassadors programme but also to showcase the new EZ positioning and the Lancashire Business Growth Hub.
- 2.2 Work continues to develop the Lancashire brand and Lancashire narrative, as well as a supporting creative campaign and video, a new Ambassadors Programme and collateral for the launch in October. A “save the date” has already been sent to the Board and an invitation to all those who took part in the consultation is to be sent with the aim to have approx 250 at the event.

3. Activity update – Media and Communications

Activity Overview

- 3.1 The last three months has seen communications activity for the LEP continue, building on the momentum and positive outputs of the previous quarter with a number of significant milestones being widely publicised.
- 3.2 Several of these were closely linked – the announcement of Colliers as the appointed agent for the Samlesbury EZ site, the launch of the ‘Aerospace Lancashire’ (AL) initiative at Farnborough International Airshow and the visit of The Times’ Industrial Editor Robert Lea to Burnley.
- 3.3 All of these stories highlighted the current strengths of Lancashire with regards to aerospace and Advanced Engineering and Manufacturing (AEM), and also helped to promote the opportunities and potential the area offers within these sectors via a deliberate ‘ready for ramp up’ positioning. These stories also marked a step-change in the type of media coverage enjoyed by the LEP in terms of national exposure in trade press and national news.

Changing Perceptions of the LEP (and Lancashire).

Colliers appointment to market the Samlesbury EZ

- 3.4 The PR for Colliers’ north west office is also managed by SKV Communications and on this basis it was agreed that Colliers’ would take the lead on the Colliers appointment to market the Samlesbury EZ announcement. This would allow the LEP to benefit from the strength of Collier’s reputation in the regional and national



property sector. The LEP Chair was quoted in the announcement.

- 3.5 The result of this approach saw the EZ announcement enjoy ten separate pieces of media coverage secured by SKV including *Property Week*, *Insider*, *Place North West*, *Move Commercial*, *The Business Desk*, Manchester Evening News' *GM Business Week* supplement and on the *pro.Manchester* business network bulletin.
- 3.6 SKV were also present at the multi-partner EZ positioning and branding workshop held in early August, and facilitated by marketing agency Freshfield, sharing insights from SKV's previous EZ communications such as announcing Hillhouse and Blackpool Airport in addition to the Colliers recent appointment announcement.

Aerospace Lancashire launch at Farnborough

- 3.7 Pre-Farnborough it was clear that Lancashire simply taking some exhibition space as part of the NWAA stand wouldn't necessarily gain any meaningful media attention or coverage.
- 3.8 However, by creating and 'launching' the Aerospace Lancashire (AL) initiative, Lancashire was able to develop a news hook that allowed it to tell a wider Lancashire aerospace story and reinforce its position as the UK's largest aerospace cluster of activity.
- 3.9 SKV also emphasised within this story that Lancashire was geared up for the anticipated national and international ramp-up in aerospace manufacturing, and that through the EZ at Samlesbury and other assets, the county was already addressing next generation aerospace needs in addition to maintaining its current high levels of output.
- 3.10 SKV undertook a range of pre-event activities to maximise the PR opportunity offered by the launch of AL's presence at the show. These included interrogating the Farnborough International Airshow (FIA) exhibitor list to identify Lancashire firms attending, which greatly helped to add to the AL story and make it more 'real' for key media; targeting journalists registered to attend FIA and pitching the AL launch story to them in advance of the show; and undertaking a thorough pre-event sell-in with all key local and regional media highlighting the AL launch as significant news for Lancashire.
- 3.11 This approach helped secure a substantial number of articles in national trade press and regional media prior to Farnborough itself which included *The Manufacturer*, *Advance* magazine (ADS' official magazine), *Aerospace Manufacturing*, *Air International* and *Classic Aircraft*. Regionally Lancashire attending Farnborough was covered on BBC North West Tonight as part of a report primarily about BAE and the F-35 making its debut at RAF Fairford the week before FIA. As BBC North West did not go on to cover Farnborough itself, and



Granada ITV pulled out of attending FIA at the last minute, 'Aerospace Lancashire' enjoyed the only directly Farnborough-related mention on any North West regional broadcast.

- 3.12 Other positive pre-FIA regional and local coverage included Insider, Business Quarter and Lancashire Business View. This pre-announcement strategy meant Lancashire was able to articulate its positive message through influential media before the show commenced, allowing us to avoid getting drowned out during FIA itself with many global players monopolising the aerospace media's attention by announcing deals and new tech innovations.
- 3.13 SKV attended FIA on two of the show's key days to liaise with media, promote AL's presence via twitter and to manage photography. This included working closely with BAE Systems, who flew a number of local journalists down to the show where they were jointly chaperoned by BAE Systems and SKV, visiting both BAE Systems' chalet and AL's stand.
- 3.14 Post-FIA output also includes two national trade titles, Aerospace Manufacturing and Air International, expressing interest in follow-up pieces about the AL initiative, and a very positive and detailed piece about the launch of AL in the Lancashire Evening Post. Simultaneously BAE Systems' Farnborough briefings saw a number of local and regional press articles appear talking up a boom in BAE Systems' orders and other positive news for the local aerospace sector.
- 3.15 Following a briefing a forthcoming Insider magazine feature on East Lancashire is also due to have a specific focus on aerospace, and SKV also arranged interviews for Insider with a number of East Lancashire SMEs who themselves are part of the aerospace supply chain. SKV utilised the Aerospace Lancashire brand - and the positive 'ready for ramp up' message - in an advert due to appear in the NWAA's Plane Talk magazine. A debrief from Farnborough with the LEP and County Council officers will take place w/c 12th September to determine key outputs and benefits from the activity.
- 3.16 September's NW Business Insider magazine has a strong focus on Lancashire's role in the production of the F35 and its manufacturing pedigree generally, reflecting the LEP's key messages, as part of double page feature on the new director of BAE Systems' F35 programme.

The Times' Burnley feature

- 3.17 In May, on the back of the promotion of Burnley FC to the Premier League, SKV pitched to The Times' Industry Correspondent Robert Lea the opportunity to write a feature about Burnley's thriving AEM and aerospace sector. This was linked to the wider Lancashire strengths in this sector.



- 3.18 Having gained Robert's interest, SKV worked with partners in Burnley and the NWAA, to set up a day's itinerary including visits to Burnley FC, Safran Aircelle, Barnfield Construction and several Burnley aerospace/AEM SMEs (BCW Engineering, FDM Digital Solutions and Velocity Composites).
- 3.19 The LEP and LCC were represented on the day by Ruth Connor and Andy Walker, together with contributions from Mike Damms. Robert Lea was also fully briefed, in advance of the wider Lancashire picture, on the work of the LEP across its many different economic initiatives and the county's position as the UK's biggest aerospace cluster.
- 3.20 The resulting article, published to coincide with the start of the football season, was a feature which in many ways was positive for the LEP and Lancashire's position as no.1 for aerospace, and highlighted Burnley's thriving aerospace and AEM cluster alongside the town's enterprise culture.
- 3.21 However and understandably there was disappointment as the article also referenced a number of issues facing the town, and pointed out a number of challenges it still faces going forward. It was surprising for all those involved on the day that the piece didn't contain more of the upbeat and positive content that was evident especially after so much time and effort was put into arranging the day's events with people giving up their time to meet with Robert.
- 3.22 The article dwelled on Burnley's enthusiasm for Brexit, raised questions about the effectiveness of the 'Northern Powerhouse', and highlighted a number of social and economic divisions that still remain in the area.
- 3.23 One of the key lessons that SKV has taken from this exercise is that when dealing with credible and authoritative media at this level it cannot be assumed that everything put in front of them will be replayed without a thorough editorial filter unless you have paid for the space and that with regard to all PR activity we need to be continually wary of both the risks and rewards when putting Lancashire in the spotlight.

Recent communications highlights

Inward Investment

- 3.24 Positive coverage linked to investment and regeneration, which has been driven by references the LEP, continues to be secured in a wide range of local and regional media stories. In the last quarter these include:
- Insider's East Lancashire Review (see above) which includes extensive quotes from Edwin about the LEP's support for East Lancashire;



- Lancashire Business View article highlighting the LEP's role in securing the Hillhouse EZ, including a 250-word comment from Edwin, in its focus on Wyre;
- The contribution Boost has made to the local economy with support from the LEP;
- The LEP's supportive role in Blackpool's bid to host the Great Northern Exhibition;
- The support of the LEP towards the regeneration of Blackburn's Cathedral Quarter;
- The support of the LEP towards the regeneration of Spinning Point in Rawtenstall;
- The support of the LEP towards the regeneration of Blackburn town centre;
- Potential Growth Deal-funded improvements for Blackpool's Winter Gardens and parts of Burnley; and
- Graham Cowley has been quoted in a story regarding the completion of a phase of the Burnley-Pendle Growth Corridor covered by the Burnley Express, Two Boroughs Radio, www.bqlive.co.uk and the Clitheroe Advertiser.

3.25 The digital edition of *NW Business Insider's* September magazine also includes a very positive two-page spread on East Lancashire with quotes from Mike Damms along with content placed by SKV, including quotes from Edwin Booth and background information to showcase the LEP's work in the area to good effect.

Business Engagement and Support

3.26 SKV secured a place for Mike Damms, on behalf of the LEP, on the expert panel at *Insider's* Doing Business in Blackburn breakfast event. He was then quoted in the follow up article in September's magazine.

3.27 SKV also secured a speaker slot for Dennis Mendoros on *Insider's* Made in Lancashire event in Burnley. Unfortunately, timings meant this opportunity couldn't be fulfilled. Tony Attard, Chief Executive of Panaz Textiles and Chair of Marketing Lancashire attended.

3.28 It has been agreed that in order to complement BOOST marketing activity, a BOOST section will be included in every Lancashire Link and where possible in the Lancashire Business Brief.

3.29 A full briefing with SKV has taken place regarding Lancashire's attendance at MIPIM UK and the Lancashire Story launch to ensure maximum business engagement and awareness can be secured.

Skills and Education

3.30 Excellent coverage was achieved for the award of £11m for new training facilities and apprenticeships, with extensive coverage in *Insider*, the *Lancashire Evening Post*, *Lancashire Evening Telegraph* and *Blackpool Gazette*. Local weekly papers



also picked up on aspects of the story relevant to their local audiences, and a majority of articles contained key messages and quotes about the LEP's investment in skills. The £11m education and investment story also enjoyed a high volume of likes and shares on Twitter.

- 3.31 Other recent skills stories which have enjoyed local coverage and social media traction included the announcement regarding the LEP's investment in the new Training 2000 facility and the presence of the City Deal and Lancashire Skills and Employment Hub at the UCLan Science Fair.
- 3.32 SKV has also been working closely with Inspira (the organisation delivering the Enterprise Advisor roll-out) to determine how best to incorporate the LEP's branding guidelines into their own marketing and promotional collateral. This is another encouraging indication that partners are increasingly seeking to be associated with the LEP.

Digital Communications

- 3.33 Over the last 12 editions of the *Lancashire Business Brief (LBB)*, the number of subscribers has grown to 950. The LBB continues to be the county's best source of positive economic stories and business news on a weekly basis.
- 3.34 The LEP website has seen increases in sessions, users and page views of 37%, 31% and 18% respectively over the last three months compared to the same period last year.
- 3.35 The LEP twitter account ([@lancslep](https://twitter.com/lancslep)) now has 830 followers (up by 230 in three months) and continues to regularly tweet positive LEP news, promote links to key stories and retweet partner news on a daily basis. The LEP is also increasingly engaging directly with a range of influential individuals and organisations via Twitter which is helping extend its reach and influence.
- 3.36 The monthly *Lancashire Link* newsletter continues to highlight the LEP's work in key areas to influential stakeholders, showcase local businesses and provide a platform for thought leadership for LEP board members and partners.
- 3.37 The www.lancashirelep.co.uk news pages have been kept up to date with strategically important stories delivering key messages on behalf of the LEP and partners. The Enterprise Zone information on the site has been updated to include Hillhouse and Blackpool airport information.



Upcoming activity and opportunities

3.38 September will see the following news stories and events:

- **Samlesbury update story** - SKV are liaising with BAE Systems and the County Council's communications teams to update local media on developments at Samlesbury including a piece around the official opening of the new spine road.
- **Enterprise Advisers scheme** - Extended roll-out to schools in Lancashire.
- **Apprenticeships levy and changes to GCSEs** - LBV piece due including a quote from Dr Michele Lawty-Jones
- **The LEP is hosting a visit by Minister for Employment Damian Hinds** - the minister is meeting the LEP and local business leaders to get their views on work, jobs and the support offered by Job Centreplus.
- **Business Cloud's Lancashire Tech Roundtable** - SKV has secured a panellist slot for Dr Michele Lawty-Jones for *Business Cloud* magazine's forthcoming roundtable to talk about technical and vocational skills. Business Cloud is a new national tech magazine edited by Chris Maguire and backed by UK Fast's Lawrence Jones.
- **Blackburn Advanced Manufacturing and Engineering Centre** - official launch.
- **Runshaw College Science and Engineering Innovation Centre** - official opening.

3.39 October will see the following news stories and events:

- **Launch of Lancashire Story and Ambassadors Programme.**

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 which promote the benefits, progress and scale of the project at a regional and national level.
- 4.2 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's website.
- 4.3 Marketing Lancashire is currently in talks with property and investment publisher Place North West about a potential City Deal focused event in early 2017 and City Deal will also be incorporated in to the MIPIM UK proposition in October.

5. Activity update - events



- 5.1 There has been considerable progress with ensuring Lancashire's presence at key events nationally, including the previously mentioned Farnborough International Airshow.
- 5.2 Lancashire has also taken a stand at the MIPIM UK exhibition 19 - 21 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. A plenary session entitled PowerHouse Progress Lancashire will take place on Wednesday 19th October in Olympia. Frank McKenna will interview representatives from the property and construction sector in Lancashire. Marketing Lancashire has been working with several local authorities who will be partners at the MIPIM event, including Burnley, Chorley, West Lancashire, South Ribble, Blackburn and Blackpool, Fylde and Wyre EDC. Eric Wright have been confirmed as headline partner. A private Lancashire dinner will also take place on Wednesday 19 October at the President's Dining Room at the Royal Institute of Chartered Surveyors HQ.
- 5.3 Following the Department for Culture, Media and Sport's call for places and venues to host the Great Exhibition of the North in 2018, Marketing Lancashire working with Blackpool Council, submitted a bid with the LEP as a partner to host the event at the Winter Gardens. The bid has been shortlisted along with Bradford, Sheffield and Newcastle. 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 A DCMS panel visit took place in Blackpool on 31 August and 1 September to showcase the resort and the venues. A breakfast meeting was also held with Sir Gary Verity, Chair of the Board of the Great Exhibition. This event was hosted by Councillor Simon Blackburn and attended by the Chair of the LEP, Chair and Chief Executive of Marketing Lancashire, Chair of Creative Lancashire, the High Sheriff of Lancashire, the Lord Mayor of the City of London (originally from Blackpool) and Laurence Llewelyn Bowen who is Creative Curator of Blackpool Illuminations. Final interviews are taking place on Friday 9 September in Leeds.
- 5.5 In agreement with the Leader of Lancashire County Council, plans are being progressed 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 Story. In the meantime, each Lancashire MP

will receive communications introducing them to the Lancashire Business Brief and the Lancashire Link in order that they can start to receive these updates.

- 5.6 Dialogue has taken place with Paul Unger, the Editor at Place North West to develop an event which will take place in early 2017 at RSM Headquarters in Preston. The event will focus on developments in and around the City Deal area. One theme currently being discussed is whether this event could act as a driver to create a wider understanding of the city of Preston and central Lancashire, a positioning which could be an easier sell to both the media and to agents/developers interested in investing in the City Deal catchment area.

6. Positioning and Promotion of Lancashire's Enterprise Zones

- 6.1 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.
- 6.2 A workshop to consult and collaborate with local authority, landowner, commercial agent partners and key stakeholders took place early August. The purpose of the workshop was to capture current progress of the Enterprise Zones and to generate ideas and debate around the potential brand names / logos for the sites and how they can be used individually or as a collective.
- 6.3 The session was well attended showing the intent amongst stakeholders for collaboration to deliver a world class Enterprise Zone offer. Present at the meeting were Simon Towers NPL Developments, Andy Delany Colliers, Tim Flesher BAE Systems, Ian Whittaker UKTi, Karen Hurst Eric Wright Group, Katherine O'Connor from BIS and representatives from the LEP, Marketing Lancashire, FreshField, SKV, Blackppol Council, Wyre Council, BFW EDC, South Ribble and the Ribble Valley.
- 6.4 Matters discussed ranged from the identity and latest progress of the sites, target audiences, the support offer, enquiries to date, key messages and proposition. The outputs were fed back to the recent EZ Governance Committee and it has been agreed that a special meeting will take place on 26th September to give time for Freshfield to create visual options and naming suggestions for the stakeholder group to comment on. The preferred naming options and visual representations will be considered and reviewed at 26th September meeting with a view to have a decision in order for the EZ's to be a key part of MIPIM messages.



- 6.5 A further meeting will take place with stakeholders to discuss EZ marketing and promotional activity, enquiry generation and handling, regular communication to monitor progress and to feedback challenges and opportunities.