

Open Report on behalf of Richard Wills, Executive Director for Environment and Economy

Report to:	Economic Scrutiny Committee
Date:	24 May 2016
Subject:	Place Marketing and Alignment with GLLEP's Work

Summary:

Place marketing is critical to economic growth. The Greater Lincolnshire Local Enterprise Partnership (GLLEP) is establishing a vision for place marketing which Lincolnshire County Council (LCC) and other partners are contributing to.

Actions Required:

Members of the Economic Scrutiny Committee are asked to support the work of the Greater Lincolnshire LEP and partners locally in developing place marketing activity as set out in this report.

1. Background

Greater Lincolnshire has ambitious targets for growth reflected in both the Greater Lincolnshire Devolution Deal and embedded in the Strategic Economic Plan. Over the past 3 months the Greater Lincolnshire LEP and partners have met and discussed how place marketing in Greater Lincolnshire can successfully support these aspirations for growth. This has involved over 30 businesses and wider stakeholders such as district councils, Chamber of Commerce and universities.

Place marketing can be considered as the communications, branding, sales and marketing activities that make a place appealing to a wide range of audiences such as visitors, employees, residents, learners, businesses, and investors and developers. The conclusion reached is that a strategic and co-ordinated approach to place is needed but that this is not needed for all audiences. Place marketing is all embracing, but there is a risk that by addressing every aspect of place marketing could delay anything happening at all. By identifying various small but essential packages of work to be undertaken, the GLLEP can lead some activity quickly by focusing on the gaps and capitalising on current opportunities.

Focus and Tasks

The GLLEP and partners have asked for the GLLEP to take a leadership role in strengthening elements of place marketing across Greater Lincolnshire, and form a partnership steering group to drive the outcomes and align existing partners. The

areas of focus should be on telling the economic growth story of Greater Lincolnshire, addressing the gaps in "living and working in Greater Lincolnshire", and turning up the volume on the investment potential and delivery in Greater Lincolnshire. Each of these items is expanded in more detail within the report.

LCC will use a cost saving from a vacant post to contribute cash to the thinking stage work. GLLEP are also contributing cash and others are offering 'in kind' support.

Overall the activity should complement the number of strategic development sites being brought forward across the area and address long term under performance in positioning and marketing the Greater Lincolnshire offer to potential new investors and developers, occupiers and businesses.

The task will focus on

1. The Thinking Stage – Developing an overarching Greater Lincolnshire story
2. GLLEP Directors – Cllr Colin Davie and Chris Baron (Butlins) are the board champions on this.
3. The Inventing Stage - bringing the ideas to life
4. The Implementation Stage – Crafting and executing the marketing plan
5. Specific Gaps - Commission specific work packages such as a hotel demand study, and information and events to promote development opportunities to house builders and developers.

Planned Activity

Work stream 1 – The Thinking Stage – up to 3 months

The GLLEP will commission a compelling Greater Lincolnshire story, or economic narrative, that clearly sets out a strong visual identity and a clear sense of purpose and place. This will support future place marketing and positioning by the partners across Greater Lincolnshire.

This stage may involve a locational survey, customer research, and market positioning & brand definition development. It will deliver an economic narrative that can be shared by partners in the private and public sector. Existing work by Lincolnshire Chamber of Commerce and Team Lincolnshire will contribute significantly to this task.

Work stream 2 - The Inventing Stage - up to 3 months

The development of a visual identity, core messaging, Imagery creation, brand guidelines and toolkit. The branding should be white labelled and the key focus be "Greater Lincolnshire".

Work stream 3 – The implementation Stage – Medium Term

The crafting of both the marketing plan and its component parts across all platforms. Specifics will include:

An initial 18 month media and communication campaign, especially utilising existing digital channels, appropriate to target audiences.

A web portal that promotes the Greater Lincolnshire economic narrative. It should have resources such as short films, photographs, brochures, case studies and the latest development news for Greater Lincolnshire. This should build on existing websites, making them as strong as those of our counterparts elsewhere.

Work stream 4

Specific deliverables such as GLLEP wide evidence base for hotel development and working together to attract a wider range of house builders and commercial agents to Greater Lincolnshire.

The key objectives of the activity are:

- Improve the positioning of Greater Lincolnshire in a national context and the GLLEP and Greater Lincolnshire in a regional context within the Midlands Engine
- Establish a strong and clear economic identity for Greater Lincolnshire that highlights key attributes such as live and work and the benefits by sector.
- Identify key stakeholders and opinion formers regionally and nationally and transform them into supporters and influencers of the Greater Lincolnshire brand.
- Stimulate further interest, enquiries and subsequent UK and inward investment enquiries to Greater Lincolnshire.
- Raise the profile of strategic investment opportunities which flow through the GLLEP, particularly our strategic housing and employment sites.
- Identify the key achievements and messages that best portray the Greater Lincolnshire "story" through a multi-channel approach to target audiences.
- Develop engagement and closer working relationships with the private sector in communicating a united and proud Greater Lincolnshire that has a confident and ambitious voice.
- Identify a suite of marketing collateral and opportunities to showcase the Greater Lincolnshire "story" regionally and nationally.

Proposed Budgets

At the meeting of the GLLEP Board in January, it was agreed that a costed proposal would be brought for consideration. The figures below are estimates over a two year period starting April 2016.

Area	Estimated Amount during 2016/2017 and 2017/2018
Programme Management	£38,000
Workstream 1 – Story and comms programme	£40,000 £60,000
Workstream 2 Portal	£15,000 £4,000
Workstream 3 – Specific tasks hotel and house builders	£26,000 £34,000
Promotional films	£16,000
Total	£239,000 over two years

Potential Contributions	
GLLEP	£60,000 over two years
LCC	£60,000 over two years
Other Partners	£120,000 over two years
	£240,000

LCC will use a cost saving from a vacant post to contribute cash to the thinking stage. GLLEP are also contributing cash and others are offering 'in kind' support. There may be a further opportunity to bid for European funding or Midlands Engine funding to increase the budget, developing and delivering specific activity.

Using Existing Partnerships

The intention is for the GLLEP and a wider partnership group to enable activity on place marketing. This group would be chaired by a GLLEP Board member, to take forward the initial work. Core partnership members should be Lincolnshire Chamber, Greater Lincolnshire LEP, Lincolnshire County Council (both strategic communications and economic development), Lincoln University, a district council, North Lincolnshire Council and North East Lincolnshire Council. The partnership could co-commission activity. Wherever possible, local partners should be commissioned to undertake the work streams because of their strong local knowledge and "ambassadorial" qualities.

Resources

LCC and the GLLEP have committed £30,000 per annum each towards this activity, for an initial period of two years. Other partners will be approached to commit either financial or in kind resources to contribute to this important piece of work and deliver the tasks above.

It is envisaged that the activity will start during May 2016, with the thinking phase being complete by September 2016. A further report with emerging findings will be brought to an autumn meeting of the Economic Scrutiny Committee.

2. Conclusion

GLLEP's leadership of place marketing is welcome and LCC's input is vital. Raising the profile of Lincolnshire as a place to invest will support economic growth.

3. Consultation

a) Policy Proofing Actions Required

n/a

4. Background Papers

No background papers within Section 100D of the Local Government Act 1972 were used in the preparation of this report.

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