

**Open Report on behalf of Andy Gutherson,
Interim Executive Director of Place**

Report to:	Environment and Economy Scrutiny Committee
Date:	21 May 2019
Subject:	Team Lincolnshire Ambassador Programme 2019/20

Summary:

To update members of the Environment and Economy Scrutiny Committee on the Team Lincolnshire programme to attract investment into the County.

Actions Required:

Members of the Environment and Economy Scrutiny Committee are invited to consider and comment on the Team Lincolnshire Ambassador Programme 2019/20 and endorse the proposed Events plan (Appendix A).

1. Background

Team Lincolnshire is a partnership between the private and public sector brought together with the purpose of attracting and supporting business investment in Lincolnshire. Its concept is that all members become Lincolnshire ambassadors and by collaborating together it gives them a much stronger and passionate voice. The programme evolved from a number of property and construction businesses attending MIPIM, a major international annual property show, five years ago. Providing sponsorship monies to support the LEP's attendance at MIPIM has enabled Greater Lincolnshire to be not only represented within the Midlands UK pavilion, but also to hold its own events outside of the exhibition targeting investors, developers and intermediaries.

Set up in 2017 with an official launch on 30th November 2018, the Team Lincolnshire Ambassador Programme is a key element of the promotional work undertaken by Lincolnshire County Council and the GLLEP to achieve the objectives of creating 13,000 new jobs, helping 22,000 businesses to grow and building 100,000 new homes by 2030 as set in the GLLEP's Strategic Economic Plan.

The purpose of forming an ambassador programme is:

- To promote the area to attract inward investment into the region with members using tools provided to them so that we are all using and saying the same message to potential investors, developers and intermediaries
- To create more business and collaborative opportunities for members

- To provide "added value" events and information to members to help them to grow their business and create new jobs

This paper covers the following items:

- Where we are now
- Where we would like to get to
- Rolling out the programme across Lincolnshire County Council
- Outcomes

Where we are now

Membership has grown incrementally and the programme now has 94 members. Members come from the following sectors:

Agri- food (3)	Solicitors (7)
Manufacturing (7)	Accountants and Architects (13)
Property and Construction (32)	Graphic design (3)
Pharmaceutical (2)	PR and Marketing (4)
Other (22)	Universities (1)

We have also attracted some well-known Lincolnshire brands such as Lincoln City Football Club and the New Theatre Royal in Lincoln as well as a number of foreign owned businesses through our account management programme.

Our main thrust has been to concentrate on a number of key investment messages to promote the area - focusing on facts such as property prices overheating in the South East with rent and land values ever increasing - and that companies and investors looking for opportunities can gain healthier returns and potentially face less risk for their investment in Lincolnshire.

Lincolnshire County Council and the LEP has utilised the ambassador programme as a platform to share the message that Greater Lincolnshire can offer a softer landing for companies wishing to invest than many other areas of the UK. Commercial land and property values are considerably less than the rest of the UK, and we have a thriving, supportive business community with access to a healthy supply chain and a skilled workforce.

We have equipped Team Lincolnshire members with knowledge and intelligence on a local level and are working with the District Councils and unitary authorities of North and North East Lincolnshire to produce pop-up events in each area.

We have ensured that all our intermediaries are aware of all of the infrastructure and investment projects that are taking place across the area. Team Lincolnshire members have been encouraged to use the tools such as www.promotelincolnshire.com to enable them to engage with businesses to promote their offer and Lincolnshire's assets and the Team Lincolnshire website.

We are already seeing tangible results from some of the business development and facilitating we have undertaken with Team Lincolnshire. An example of this is the Apart Hotel which has just opened in 'One the Brayford'. The building was constructed by a number of Team Lincolnshire members, but in addition we were

introduced to a developer, Mr Carl Bridge, through an additional Team Lincolnshire member Roythornes. We have since facilitated a meeting between Team Lincolnshire member Jackson and Jackson with Mr Bridge and as a result Lincoln's first Apart Hotel has opened.

Finally we have recognised that regular communication with our members is of utmost importance and we have established both social media and PR campaigns which include monthly newsletters.

Our key objective is to attract inward investment to Greater Lincolnshire as we are aware that many potential investors outside of the region still don't recognise Greater Lincolnshire as a legitimate contender for investment. Our events are an excellent way of reaching out to this untapped audience, which is why we have invested in regional, national and international events such as MIPIM UK, 2 events in London, MIPIM Cannes and a very well received event in Birmingham where we worked closely with Department of International Trade and the Midlands Engine.

The approach to each of these events, when inviting potential guests has been extremely targeted and researched, and we have sourced a number of key contacts from outside of the region either using our members' knowledge, organisations such as Midlands Engine and our own research and business development work. We maintain a robust follow up ethic to all of our events. A testament to the work we have undertaken is the number of new members we now have and the positive feedback we receive from members specifically regarding events.

Where we would like to get to

We recognise that a lot of ground work has now been covered but we want to strive to achieve tangible success and investment via our members and the work we undertake. Therefore our plan for 2019/20, as part of the first year of a new 3 Year Plan for the programme, is to:

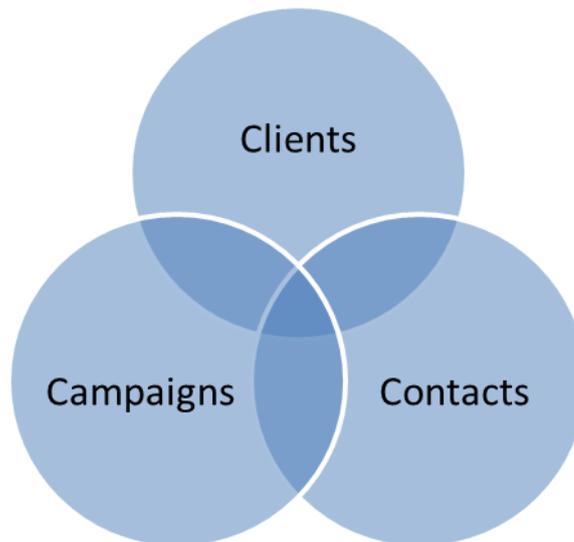
- Focus on the outcomes i.e. generating inward investment for the region
- Create a Community
- Create content and platforms which are relevant for its members
- Create a buoyant social media presence

We see the following elements as the next steps for our programme:

1. Robust account management of our Team Lincolnshire members and our foreign owned businesses
2. Events which will push through our investment message as well as recruit new members
3. Feedback from members through questionnaires and a focus group
4. PR/Social Media providing valuable insightful information to our members
5. Website and Promotional Items

Rolling out the programme across Lincolnshire County Council

Team Lincolnshire is now starting to be recognised by other directorates in Lincolnshire County Council. We will explore ways in which the intelligence and momentum the ambassador programme brings could potentially serve different departments and how by working together we can achieve our growth targets through our investment work using the knowledge and expertise of colleagues in other areas eg property to help facilitate and service our investment enquiries. We can break this down into three categories:



The Investment Team in Economic Development specifically covers the '**clients**' aspect of the 3Cs. It is our business development and business relationship expertise and our product knowledge that can be used to assist in other areas of Lincolnshire County Council. Examples of this include heritage, education and property bringing in private sector expertise and/or private sector investment to help unlock or work in partnership with on infrastructure and/or other types of projects.

Contacts –In order to achieve this we need to educate and inform other key decision makers in the directorates within the Council about the Team Lincolnshire programme and identify staff within each department who can lead on this and be available to support investment enquiries which are generated by the client side of the Team Lincolnshire operation.

Our **campaigns** can be supported by the Team Lincolnshire ambassador programme. For example we can use our members to lobby for new services and new investment to the county via well planned, relevant and targeted promotional campaigns or to gather testimonials to support new highways infrastructure.

Outcomes

It is imperative that as part of managing the Team Lincolnshire ambassador programme we are clear and focused as to what our outcomes should be:

- To attract investment and development across the region

- To promote Greater Lincolnshire as an attractive place to live/work and invest
- To nurture the local supply chain
- To maintain a healthy membership base and create a 'community'
- To increase membership outside the property and construction sector.
- To make the Team Lincolnshire Ambassador Programme a recognisable presence across Greater Lincolnshire and the Midlands.

2. Conclusion

A public/private sector partnership that stimulates growth and helps sustain the economic future of the region is already gaining a reputation amongst our members and developers and investors from further afield.

We want companies to associate the brand with the following:

- High quality events and networking opportunities with high calibre guests
- A channel to a quality supply chain throughout Lincolnshire
- An ambassador programme that promotes the entire region of Greater Lincolnshire and their business

Through strong leadership and a robust Ambassador Programme we aim to have Team Lincolnshire viewed and understood as a credible, innovative programme of activities which benefit not only members, but also the growth objectives of Lincolnshire County Council and the Greater Lincolnshire LEP.

3. Consultation

a) Have Risks and Impact Analysis been carried out??

Yes

b) Risks and Impact Analysis

Not progressing with this important piece of work will mean Greater Lincolnshire will continue to under sell itself and will fall behind other areas in terms of investment, funding and incoming skills. A lack of buy-in from important stakeholders could create a barrier to growing the partnership and therefore to not securing enough funding.

4. Appendices

These are listed below and attached at the back of the report	
Appendix A	Events Plan for 2019/20

5. Background Papers

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

This report was written by Jill McCarthy, who can be contacted on 01522 550609 or jill.mccarthy@lincolnshire.gov.uk.