

LLEP INVESTMENT PANEL

3pm 20 January 2022

MS Teams Call



AGENDA

TIME		ITEM	REPORT	DECISION / INFORMATION	LEAD
15.00	1.	Welcome and Apologies		Information	Chair
15:05	2.	Declarations of Interest		Information	All
15.10	3.	Minutes of LLEP Investment Panel 18 th November 2021	Paper A	Decision	Chair
15.15	4.	Enterprise Zone – Waterside Site Investment Not for publication	Paper B	Decision	Cheryl Maguire
15.30	5.	Place Marketing Update	Verbal	Information	Mike Dalzell
15.45	6.	Project Change Request – Place Marketing Accelerator	Paper C	Decision	Cheryl Maguire
16.00	7.	Enterprise Zone – MIRA Additional Advanced Funding Request	Paper D	Decision	Cheryl Maguire
16.10	8.	Growing Places Fund Haywood Estates Update Not for publication	Verbal	Information	Andy Rose
16.25	9.	AOB	Verbal	Information	All

NB: In line with our Local Assurance Framework (LAF) these minutes are published as a draft record until formal ratification at the subsequent meeting.

LLEP Investment Panel

3pm, Thursday, 18 November 2021

MS Teams (Recorded)

Organiser: Sharif Chowdhury

Chair: Andy Reed OBE (AR)

Directors: Emma Anderson (EA), Dr Nik Kotecha, (NK) Ajmer Kaur Mahal (AKM), Cllr Terry Richardson (TR)

In attendance: Andy MacDonald (AM) Sharif Chowdhury (SC) Cheryl Maguire (CM) Mandip Rai (MR) Andy Rose (ARo) Colin Sharpe (CS) Sue Tilley (ST)

Apologies: Sonia Baigent (SB), Neil McGhee (NM)

Minutes Taken By: Sharif Chowdhury

CC To: All

MINUTES

ITEM		ACTION
1. Welcome and Apologies		
1.1	AR welcomed those present to the meeting.	
1.2	Apologies were received from SB and NM.	
2. Declarations of Interest		
2.1	There were no Declarations of Interest.	
3. Minutes of LLEP Investment Panel 22nd July 2021		
3.1	The meeting held on the 22 nd of July was recorded as a true and accurate record.	
4. MIRA Enterprise Zone Investment		
4.1	MR referred to Paper B which outlined the case for funding the MIRA Low Carbon Innovation Hub and Phase One Infrastructure.	
4.2	NK and EA referred to the Accountable Bodies' comments regarding the risk of paying an interest rate of 4% above the Public Works Loan Board (PWL) to Hinckley and Bosworth Borough Council (HBBC) and queried whether there is any alternative source of funding for the projects.	

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4.3	MR reiterated that HBBC were the only authority to come forward and confirmed there is no other available source of funding.
4.4	AM presented to the panel the opportunities that could be lost if the terms of the Forward Funding Agreement are not agreed. AM highlighted the growing requirement for space at MA within the short-term, which is restricting companies to grow on site due to unavailability of facilities.
4.5	AM highlighted the planned actions to utilise 25,000 square feet of space to enable growth and host collaborative projects in start-ups, low carbon, electric vehicles, and hydrogen.
4.6	It was emphasised that the funding has a key role in creating further investment opportunities in future, as MIRA technology park has seen a huge increase in job creation and employment opportunities for businesses who now require expansions.
4.7	It was highlighted that further delays in Forward Funding Agreements which impact on the cost of inflation and the timelines required by the engineering companies.
4.8	Other opportunities which depend on the Forward Funding agreement includes the installation of an electrolyser to deliver a more cost effective and green hydrogen. MIRA have an existing partnership with Octopus, one of the largest renewable managers with a division of £3bn in assets in solar, wind and hydrogen. The partnership will put the EZ are the forefront of hydrogen R&D in the UK.
4.9	TR provided the view that the interest rate being 4% above the PWLB is not an unreasonable request given that the funding will be 80% of HBBC's budget, a substantial investment for the council which will impact on their borrowing powers.
4.10	CS provided context to the context highlighted by the AB within the report that HBBC will receive a high interest rate to the detriment of the LLEP area.
4.11	CS appreciated TR's comments on the level of risk invested into by HBBC, and that potential opportunities will be lost for all parties without a funding agreement.
4.12	EA emphasised the unique set of circumstances regarding the investment and the specific issues which warrant the higher rate of interest above the PWLB.

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4.13	<p>The Investment Panel AGREED with the recommended to:</p> <ul style="list-style-type: none"> i. note the negotiations of the Forward Funding Agreement (FFA) with HBBC regarding the two MTP EZ projects, Low Carbon Innovation Hub and Phase One Infrastructure; ii. consider the interest rate of 4% above the Public Works Loan Board rate being sought by HBBC and agree to recommend to the LLEP Board an interest rate payable to HBBC on the forward funding; and iii. advance funding of £100k from the historic Enterprise Zone rates receipts currently held by the LLEP for the Phase One Infrastructure Project. 	
<p>5.</p> <p>5.1</p> <p>5.2</p> <p>5.3</p> <p>5.4</p> <p>5.5</p> <p>5.6</p>	<p>Historical EZ Rates - Project Change Request</p> <p>CM reported that the Historical EZ Rates project was approved earlier in the year but was not progressed due to delays in the business rate agreement sign-off, the advance Forward Funding Agreement for MIRA and other contracting issues with Hinckley.</p> <p>CM referred to Paper C which recommends approving the Project Change Request for the COVID-19 MIRA project funded through the historic business rates.</p> <p>The Investment Panel was informed of MIRA’s intention to repurpose the existing funding by reducing their Project Officer role requirement and instead offering an improved outdoor seating and wellbeing facilities including installation of open-air fitness assets.</p> <p>CM outlined the benefits this will bring including greater appeal to potential new companies to the MIRA site, attract and retain a high-skilled workforce and encourage existing employees to come back into a physical office environment.</p> <p>The Investment Panel were informed of further intended outputs relating to skills. The site aim to host a festival for 200 delegates with 5 events, and an employer workplace experience programme to encourage people into the new high skilled jobs being created.</p> <p>The Board AGREED to approve the Project Change Request for the COVID-19 MIRA project for the creation of outdoor seating and wellbeing areas, and installation of open-air fitness assets.</p>	

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<p>6.</p> <p>6.1</p> <p>6.2</p> <p>6.3</p> <p>6.4</p> <p>6.5</p> <p>6.6</p>	<p>Growing Places Fund – Haywood Estates Update</p> <p>ARo referred to Paper D on Haywoods Estates where the Investment Panel were recommended to consider two options relating to accrued interest outstanding and the loan interest rate. A third option is for Haywoods to go into administration.</p> <p>ARo informed the group the required financial information has been unattainable from Haywood Estates.</p> <p>It was noted that a pre-pandemic evaluation of the remaining plots has been commissioned, and the investigations are underway regarding the charges on the previous lands released.</p> <p>EA requested a full financial report of the actual project figures to assess against the projected amounts suggested by Haywoods to allow the LLEP to maximise recovery.</p> <p>The Board unanimously AGREED that the deadline cannot be extended for Haywood Estates at this point and will require a review of the financial report prior to making any further decisions.</p> <p>ARo has requested the implications of Haywoods going into administration and will report back the information provided by the first week of December for the change.</p>	<p>ARo</p>
<p>7.</p> <p>7.1</p>	<p>AOB</p> <p>There was no other business.</p>	

Decision Report

PROJECT CHANGE REQUEST – PLACE MARKETING ACCELERATOR PROJECT

1. PURPOSE OF REPORT

- 1.1 The purpose of this report is to seek approval from the Investment Panel on the Project Change Request (PCR) for the Place Marketing Accelerator project.

2. RECOMMENDATION

- 2.1 The Investment Panel is recommended to approve the PCR.

3. BACKGROUND INFORMATION

- 3.1 At meetings in August and October 2020, LLEP Board agreed that £1.6m of Growing Places Fund would be repurposed to provide support for local recovery from the economic effects of the pandemic. It was noted that further funding from this source could be made available dependant on the financial strategy for 2021/22 – 2022/23 being finalised and agreed by the LLEP Board in February 2021.
- 3.2 Business cases for focused interventions based on the key priorities from the Economic Recovery Plan were developed. The first tranche of projects was agreed by LLEP Board in December 2020 with further projects, including the Place Marketing Accelerator, approved in February 2021. An increase in the overall funding envelope by £85k to accommodate a request by the Place Marketing Accelerator project was also approved.
- 3.3 The Place Marketing Accelerator project will boost and accelerate the showcasing of Leicester and Leicestershire as a great place for visiting, investing, and living. The project will deliver new digital and video content, marketing/promotional activities and inward investment activity to improve the image of Leicester and Leicestershire, building on our unique strengths to grow key business sectors. A new Communications and Marketing officer post to support the activities would also be created.

4. PROJECT CHANGE REQUEST

- 4.1 Delivery of the project started in February 2021 following Board approval. Due to the ongoing challenges presented by COVID-19 key tourism campaigns have had to be extensively delayed and the associated outputs have therefore been undeliverable. In

addition, during this period the Place Marketing Organisation for Leicester and Leicestershire has suffered several staffing issues which has left them under-resourced and unable to deliver fully on some outputs. A request for changes to the project to accommodate these issues has been submitted and is attached as Appendix 1.

Project End Date

- 4.2 The timescales for several elements within the project have slipped and it is requested that the end date is pushed back from March 2022 to March 2023. Additional outputs are being provided for delivery within this new timeframe – noted in 4.4. This change will enable the best use of the marketing assets in the current climate to achieve their full outcome potential.

Match

- 4.3 The original match for the project was £20,000 through staff time provided by the PMO, and it is proposed that this is increased by £60,000. This will be achieved through the PMO funders providing for the Communications and Marketing officer post for 2021/22 and pushing the funding for that post from the LLEP into 2022/23, as well as covering the costs for Inward Investment PR activity. In addition, the City Council have proposed further match of £25,000 to provide additional outputs relating to sporting events/activities within the City. The proposal significantly increases the match provided for the project, as noted below, and increases the overall project budget to £290,000:

Funding Source	Original Project		PCR	
	Amount	Percentage	Amount	Percentage
LLEP	£185,000	90.24%	£185,000	63.79%
Place Marketing Organisation	£20,000	9.76%	£80,000	27.59%
Leicester City Council			£25,000	8.62%

Outputs/Outcomes/Impacts

- 4.4

	Original Project		PCR	
	No. Achieved	End date	No. Achieved	End date
Outputs				
Digital and Video assets developed	35	March 2022	40	March 2023
Direct job creation	1	March 2022	No Change	March 2023
Creation of Live Leicester micro-website	Additional Output	-	1	March 2023

Creation of county walking and driving trails	Additional Output	-	6	March 2023
Creation of Fit-Cation microsite	Additional Output	-	1	March 2023
Visitors to Fit-Cation microsite homepage	Additional Output	-	4,000	March 2023
Businesses engaged to deliver a Fit-Cation package	Additional Output	-	20	March 2023
Fit-Cation activity packages developed	Additional Output	-	5	March 2023
Creation of 'Taste the Place' microsite	Additional Output	-	1	March 2023
Visitors to 'Taste the Place' microsite homepage	Additional Output	-	4,000	March 2023
Businesses offering a package via 'Taste the Place' campaign	Additional Output	-	30	March 2023
Businesses engaged in Sport Tourism campaign	Additional Output	-	6	March 2023
Identification of association prospects to target for MEET Leicester	Additional Output	-	25	March 2023
New business events under the MEET campaign	Additional Output	-	15	March 2023
New proposals for business	Additional Output	-	35	March 2023

events in Leicester				
Outcomes				
Place marketing – Visit website new users	400,000	March 2022	500,000	March 2023
Place Marketing - Invest website new users	5,000	March 2022	No Change	March 2023
Place Marketing Visit Leicester You Tube views	1,000	March 2022	No Change	March 2023
Increased Inward Investment enquiries	Additional Output	-	200	March 2023
Increase website visitors to MEET Leicester by 5%	Additional Output		5%	March 2023
Increased Business Tourism enquiries	Additional Output	-	120	March 2023
Increased Facebook Engagements	Additional Output	-	15,000pa	March 2023
Increased Twitter Engagements	Additional Output	-	8,000pa	March 2023
Increased Instagram Followers	Additional Output	-	10,000	April 2023
Gain and maintain Newsletter subscribers	Additional Output	-	8,000	March 2023
Impacts				
Increasing the number of visitors to Leicester and Leicestershire	Increase by 5%	March 2023		March 2024
Jobs unlocked	Increase by 10%	March 2023		March 2024

Summary of appendices:

1. Project Change Request Application
2. Place Marketing Accelerator Project Business Case

For further information please contact:

Cheryl Maguire

Enterprise Zone Programme Coordinator

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Email: Cheryl.Maguire@lep.org.uk



Project Change Request		
When completing the application please ensure that responses are completed in full.		
Change Summary		
Project Change Request Date	21 December 2021	
Report Author	Mike Dalzell	
Project Code		
Project Name	Accelerator Project	
Please confirm the key change(s) proposed to the project		
Please confirm the key change(s) to the project, selecting all that apply	The Financial profile (ie a variance)	Choose an item.
	The funding package (ie match funding)	Choose an item.
	The planned outputs/outcomes/impact of the project	Choose an item.
	Choose an item.	
Please summarise the change and the reason(s) for the changes	<p>Throughout 2021/22 the Place Marketing Team have been delivering the Accelerator Project using the allocated resource (£185k) and matched funding from the City and County. It was originally intended to complete in March 2022 but this now looks both unlikely and for some of the work packages is undesirable.</p> <p>The key changes to the delivery timescale have been dictated in part by COVID as key tourism campaigns were been extensively delayed. Also, the team have been significantly under-resourced having lost the Director in May 2021 and the Place Marketing Manager in July 2021 which impacted some work packages. It has also been recognised that the outcomes from some of the work supported e.g. the creation of new video collateral, will take some time be realised based on comms and PR campaigns that can only start once we have the the new assets.</p>	

	<p>The key change proposals are, at no extra cost to the LLEP to</p> <ul style="list-style-type: none"> i) Extend project to March 2023, with some activities and outputs delivered in financial year 22/23 ii) Use additional partner match funding from city and county councils (min £60k) to support extension iii) Deliver additional outputs with resources not yet contractually committed (circa £14k as targets will be delivered for less cost than had been budgeted) <p>It has been confirmed that £25k from remaining Leicester city Additional Restrictions Grant resource could be made available via the LLEP to this project. That would extend the scope of the project and be focused on specific marketing and promotional campaigns linked to sport, fitcation and the Commonwealth Games.</p>
Please detail any changes to the agreed nature, purpose or location of your project below	
Location of project	No change

PROJECT OVERVIEW	
<p>Project Overview</p> <p>Please highlight any changes to the original overview in bold.</p>	<p>The project overview from the original business case is reproduced below in italics.</p> <p><i>The LLEP Covid-19 Economic Recovery Action Plan outlines the importance of "Place" in post pandemic recovery and promoting our sub-region as an attractive place to invest, visit, live and study. More specifically promoting "place" has been identified as key to the regeneration of the tourism sector, one of the hardest hit in the pandemic. The drive to retain existing businesses and attract investment in key economic growth sectors in 2021/22 will remain a key LLEP priority in a tightened and challenging market. Promotion of Leicester and Leicestershire as a top location to live will build on this key messaging and support our shared growth ambition by helping to attract the right talent pool.</i></p> <p><i>This project will deliver digital and video place marketing content that will be used in targeted marketing campaigns during 2021 that raise the positive profile and knowledge of Leicester and Leicestershire from a visitor, investor and live perspective, as well as reinforcing localised tourism and investment that retains people and business in the area.</i></p> <p><i>We will:-# Boost visitors by significantly enhancing the content and marketing reach of the new sub-regional tourism campaign, Uncover the Story, due to be launched in spring 2021. Raising the profile of Leicester and Leicestershire as a compelling tourist destination. THIS CAMPAIGN WAS SLIGHTLY DELAYED BUT WAS SUCCESSFULLY LAUNCHED. THIS PROPOSAL ENABLES A FURTHER PROMOTIONAL CAMPAIGN TO START IN EARLY 2022</i></p>

Attract business investment and job creation by raising the positive profile of the sub region's investment strengths and USPs in key growth sectors, including Aerospace and Space, Sport and Life Sciences (Med Tech/Rehabilitation) and Professional & Financial Services, together with raising the profile of the Food & Drink Manufacturing Zone and proposed Freeport, subject to confirmation in Spring 2021.

Enhance the tourism and investment messaging – great things to experience, see and do and places for business and jobs - with other factors that influence the relocation decision, including housing, schooling and education, accessibility and feel of place.

Digital and video content will be developed that is capable of use by a wide range of stakeholders, from sub-regional and county to city and district level, to amplify the positive messaging about Leicester and Leicestershire and the fabulous place that we live, work, study and invest in.

In relation to the inward investment intervention, we have focused on our distinctive, positive economic characteristics and USPs that best help promote a positive impression of Leicester and Leicestershire as a place for business in a post Covid/Brexit environment. We are recognised by the Department for International Trade as a key UK area with specialisms in the sectors of Space and Life Sciences (Rehabilitation) where we have Space Park/Pioneer Park and our Life Sciences Opportunity Zone to better capitalise on, together with promoting our specialisms in Health and Sport. Professional and Financial Services continue to play an important economic role with strong quality jobs growth across the area; often providing accessible jobs for younger generations and graduates who are keen to start their career. This sector adds real value to town and city vibrancy as office-based workers will spend in our retail, restaurants and other leisure destinations. We need to balance the impact of increased remote working. Our Food and Drink Manufacturing Zone and the potential Freeport are two key distinctive "USPs" that can be better showcased during 2021 to attract investment in the growing Food and Drink Manufacturing, Advanced Manufacturing and Advanced Logistics industries, and supply chain businesses.

To inform and support development of this work, we will create an overarching and agreed identity and "destination" for Space Park and Pioneer Park, working alongside key stakeholders, that will inform approaches to marketing as a distinctive destination for high value added business investment. This need has been identified through the work of the Enterprise Zone steering group to help maximise benefits from the investment opportunities in a more cohesive way.

There is a similarity between visitor, investment and live target audiences in that we will be seeking to improve their knowledge, understanding and impressions of Leicester and Leicestershire. Positive digital and video content demonstrating the fantastic destinations to “Uncover” as part of the Tourism Growth Plan’s “Uncover The Story” campaign in say Melton for tourists to visit, may equally be valuable in helping attract a key growth sector business that is thinking about relocating and wanting a place that is somewhere that they can encourage senior management to consider relocating to. The digital and video content will be developed with these key audiences in mind.

The Place Marketing Team has been working very hard over the past year to boost its online presence and improve the communication channels to best showcase the area, working alongside key stakeholders including DIT, Visit Britain, Visit England, Midlands Engine, LLEP, County, City and Districts Council, Universities, the Tourism Advisory Board, Team Leicester and individual businesses.

Covid has impacted heavily on the way people do business, with even more reliance on the internet to assist with decision-making, whether that is places to visit for a weekend, and spend, or shortlisting potential investment locations for a business. This project will significantly boost the digital and video content that is currently available regarding Leicester and Leicestershire to better support that decision-making process. At present there is extremely limited recent video content readily available to use to support this work due to limited resources. The Visit Leicester and Invest in Leicester websites that showcase Leicester and Leicestershire from a place marketing perspective do not currently have any short video content to showcase the area. This project will develop and market digital and video assets, working alongside key business and industry leaders to convey the messaging – business to business.

All the above remain project objectives in this change request

Please detail and explain any proposed changes to the original project start and end dates.

Original Project Start Date	1/4/2021
Original Project End Date	31/3/2022
Revised Project Start Date	No change
Revised Project End Date	31/3/2023

Support	Some parts of the original project won't be delivered until new year 2022 (e.g. a suite of new inward investment video collateral and the PR support linked to it). It makes sense for these to be actually deployed and used over the next financial year to maximise impact. The same is true regarding promotional campaigns for key tourism campaigns as COVID disrupted plans substantially this year and other activity is scheduled for 2022/23.
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Please update the project milestones and activities if necessary.

Project Milestones/Activities				
Description	Start Date	End Date	Press Release?	Please provide details of the communication
KEY ACTIVITIES				
Inward Investment PR campaign	Feb 2022	March 2023	Yes	Development of videos and imagery to attract business investment. <ul style="list-style-type: none"> • Creation of marketing & communications plan • Deploy new marketing collateral • Generate 200 new enquiries • Convert 20 enquiries in to investment decisions • The £20k budget will be retained but covered by partner funds (city and county councils) rather than LLEP funds.
Quality of Life 'Live' Leicester	April 2022	March 2023	Video, website development,	Initiation meeting to be held to set project parameters. £5k earmarked to develop additional substantial web pages and £10k for other digital collateral. Strategically aligned with Visit, Meet, Invest and Study, this will become an important work strand for the team. <ul style="list-style-type: none"> • Creation of campaign and content • Creation of 'Live' Leicester microsite
Business Tourism Develop Meet Leicester business tourism offer	April 2022	March 2023	Digital Collateral, commissioned research	Create additional visual collateral to support new business tourism via Meet Leicester. Proposal also supports research to generate high potential leads. £7.5k <ul style="list-style-type: none"> • Generate 120 enquiries • 35 Proposals • 15 events secured
Leisure Tourism Uncover the Story extension campaign	January 2022	April 2023	Social media, development of trails on UTS site, New	An extension of the Uncover The Story paid social campaign (reallocating £10k of original budget) has been agreed already by project board. Starts late January through to March 2022 focusing on gaining

			trail development	<p>Newsletter sign-ups and long-term business. This will include the development of new stories, videos and paid campaigns.</p> <p>The new trails and itineraries part of the campaign will launch and through 2022 there will be a focus on expanding and promoting the new city offers and a second tranche to create wider city/county offers working alongside county marketing teams and attractions.</p> <ul style="list-style-type: none"> • Paid social campaign: Growth of audience on Facebook (push trails and itineraries) • Trails and Itineraries: Commission 6 county walking and driving trails • Minisite hits: 50,000 high value visitors
Leisure Tourism Fitcation	March 2022	November 2022	Microsite, short break packages	<p>Fitcation – work to capitalise on sporting and outdoor connections. Capitalise on regional sporting interest given 2022 Commonwealth Games in Birmingham and sporting links with Loughborough.</p> <ul style="list-style-type: none"> • Development of microsite on website • 20 businesses listed on Fitcation microsite • Development and promotion of 5 short break packages
Leisure Tourism Taste the place	June 2022	March 2023	Visual identity, concept development	<p>Build on work with Uncover The Story and develop work with the County. New creative visuals required.</p> <ul style="list-style-type: none"> • Develop a concept for campaign • Create visual identity • Recruit 30 businesses for campaign <p>Complete procurement of content</p> <p>£17k in total to support Fitcation and Taste the Place</p>
Leisure Tourism (City) EXTRA	Feb 2022	March 2023		<p>£25k Leicester ‘ARG’ resource to be recycled via LLEP into this project to support a city-focused campaign around promotion of sporting events / activities e.g. LCFC and the Morningside arena partnership with Matchplay.</p> <ul style="list-style-type: none"> • Develop a concept for campaign • Recruit minimum 6 businesses and develop campaign collateral • Paid social campaign

KEY MEASURES				
Key Performance Indicator Website	April 2022	March 2023	Stats	<ul style="list-style-type: none"> Achieve 500,000 annual users on the Visit Leicester website
Key Performance Indicator Social	April 2022	March 2023	Stats	<ul style="list-style-type: none"> Facebook Engagement (likes, shares, comments): 15,000 pa Twitter engagement (likes, RTs, comments): 8,000 Instagram followers: 10,000 by April 2023
Key Performance Indicator Newsletter	April 2022	March 2023	Stats	Gain and maintain 8,000 subscribers

STRATEGIC CASE

Detail any changes in the strategic external drivers for this investment, with particular reference to the aims of the LLEP Strategic Economic Plan and evidence base, relevant local authority spatial and economic plans and any relevant Government policies and programmes. These should align to the LLEP objectives and priorities detailed in the LLEP SEP document.

Please update the following sections from your original Business Case if necessary. HIGHLIGHT ANY CHANGES IN BOLD.

Project Objectives	Remain as before
Aim of the project	Remain as before

ECONOMIC CASE

If the Output / Outcome profiles need to be changed please consider the following:

- Is the output still on track to be delivered within the original timeframe?
- If not, why? Update the **Forecast Date** and provide justification for slippage
- Has the output been achieved?
- If yes, update the **Actual Date** the output was achieved
- Has the **number of units** of outputs to be delivered increased / decreased?
- If yes, provide justification for change
- Are there any additional outputs / outcomes expected as a result of the change?
- If yes, please add

- **Have any additional risks / issues been identified that could / will impact realisation?**

FINANCIAL CASE

Demonstrate the changes to the project costs and funding strategy. You will be expected to deliver the scheme within the cost profile when agreed. Confirmation will be required that any cost overruns will be met by the project sponsor.

What is the total cost of the project (£'s)?

The project budget as approved constituted £185k of LLEP resource. In practice, delivery has drawn on other resources from the team which are covered by city and county council contributions. So the real value of the project is significantly more than £185k.

One key driver of the change request is that the cost of the additional staff member recruited to deliver this project will be covered by partner budgets in 2021/22 allowing the LLEP resource (£40k for that item) to be used in 2022/23 instead.

In addition, part of the original activity intended to be covered by LLEP resource (£20k for Inward Investment PR) will now be covered by partner funds. This enables additional activity in the tourism area. The investment activity will still be captured and reported as part of the project.

The additional cost of the project is therefore being met by extra partner funds rather than any additional LLEP resource – but note below.

There is an opportunity to recycle a figure of £25k unspent Additional Restrictions Grant via the LLEP to this project. If agreed, this would be earmarked specially for promotional work around sporting investment and opportunities e.g. the growing array of high-profile events at Morningside Arena for darts/snooker/boxing that are helping draw non-traditional audiences to the city and driving bed nights. It is felt it would be useful to capture this activity/outputs as part of the Accelerator project.

Funding Requirements and Match Funding

Approved Funding Amount

£185k

Additional Funding Requested

What is the total Match Funding that will be provided? (£'s)	£60k minimum. £40k for the salary costs that have been provided in 2021/22 and £20k for Inward Investment activities in 2022/23. £25k - ARG funds will be made available to the LLEP so no net cost. This has been confirmed by Colin Sharpe
Reason for request	Noted in text above

Sources of Funding (£'s)				
Please update the sources of funding and show the impact on the financial profile and cashflow				
Funding Source	Description of Funding Source	Amount (£'s)	Percentage of Budget (%)	Confirmed?
Applicant's own funds (public)	City and county council financial support to the place marketing team for staff costs (nb original budget didn't include value of other staff resource applied to the project which is in fact considerable)	£60k	32%	Yes
Leicester City Council	ARG	£25K		Yes
LLEP	LLEP allocation	£185k		Yes

Financial Profile (£'s)			
For each Funding source identified below, please provide the amount of funding required for each Financial Year.			
Period – select March as end of Financial Year	Description	Planned amount (£'s) – Only include VAT if not recoverable	Funding Source
Mar 2022	Forecast outturn spend all activities	£85,985	LLEP
Mar 2023	Forecast outturn spend all activities	£99,015	LLEP
Mar 2023	Forecast outturn spend all activities	£25,000	ARG / LLEP

Mar 2023	Forecast outturn spend all activities	£60,000	City and county councils
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Project Cashflow (£'s)					
Period – select March as end of Financial Year	Projected Cashflow (£000s)	Actual Cashflow (£000s)	Reference	Funding Source	Reason for Deviation
Mar 2022	185,000	85,985		LLEP	Project delay is why we are asking for the project to be extended
Mar 2023	124,015			LLEP/ARG	Includes existing LLEP resource reprofiled of £99,015 and the extra £25k ARG
Mar 2023	£60,000			PMO funds	
Choose an item.					
Choose an item.					

COMMERCIAL AND MANAGEMENT CASE
Demonstrate any changes to the deliverability and management structures for the project and risks associated with that delivery. If the request involves a fundamental change to the way the project is being delivered, please describe this in full.

There are no additional risks that apply to the project as a consequence of this proposal. The main current risks are that the project can't be delivered within the original timeframe, which this proposal would effectively mitigate.

DECLARATION

To submit your Project Change Request to the LLEP for approval please select the 'Submit for Approval' option from the 'Project Change Request Actions' menu

Any personal data that you provide will be processed in accordance with current data protection laws. It will be used by Leicester and Leicestershire Enterprise Partnership Ltd and our partners to deliver and improve services and fulfil our contractual duties. We will not disclose any personal information to anyone else unless required or allowed to do so by law. Read more about how we use personal data in our Privacy Notice on our website <https://llep.org.uk/privacy-policy/>

By submitting this Project Change Request you are confirming that, to the best of your knowledge, the information included within this form is accurate.



PROJECT PIPELINE BUSINESS CASE

Basic Information	
Project Name	Place Marketing Accelerator Project
Promoting Organisation	Place Marketing Team
Legal Entity Status	Local Authority
Registration Number	
Primary Contact Name	Mark Oakley
Contact Phone Number	07849 079482
E-mail Address	Mark.oakley@leicester.gov.uk
Location of Project(s)	Leicester and Leicestershire
Project Postcode It is acknowledged that projects will span large distances and may not have one postcode. If this is the case please type the most relevant post code	LE1 1SB
Local Authority Area	All LLEP area
Registered Legal Address	City Hall, Leicester

Project Overview	
Provide a short summary of the project (max 50 words)	To boost and accelerate showcasing of Leicester and Leicestershire as a great place for visiting, investing and living by developing digital and video content and pro-active marketing, that add value to the Place Marketing work that is already being done, to improve the image of Leicester and Leicestershire, building on our unique strengths to grow key business sectors.

<p>Provide a brief overview of the project (max 500 words)</p>	<p>The LLEP Covid-19 Economic Recovery Action Plan outlines the importance of “Place” in post pandemic recovery and promoting our sub-region as an attractive place to invest, visit, live and study. More specifically promoting “place” has been identified as key to the regeneration of the tourism sector, one of the hardest hit in the pandemic. The drive to retain existing businesses and attract investment in key economic growth sectors in 2021/22 will remain a key LLEP priority in a tightened and challenging market. Promotion of Leicester and Leicestershire as a top location to live will build on this key messaging and support our shared growth ambition by helping to attract the right talent pool.</p> <p>This project will deliver digital and video place marketing content that will be used in targeted marketing campaigns during 2021 that raise the positive profile and knowledge of Leicester and Leicestershire from a visitor, investor and live perspective, as well as reinforcing localised tourism and investment that retains people and business in the area.</p> <p>We will:-</p> <ul style="list-style-type: none"># Boost visitors by significantly enhancing the content and marketing reach of the new sub-regional tourism campaign, Uncover the Story, due to be launched in spring 2021. Raising the profile of Leicester and Leicestershire as a compelling tourist destination.# Attract business investment and job creation by raising the positive profile of the sub region’s investment strengths and USPs in key growth sectors, including Aerospace and Space, Sport and Life Sciences (Med Tech/Rehabilitation) and Professional & Financial Services, together with raising the profile of the Food & Drink Manufacturing Zone and proposed Freeport, subject to confirmation in Spring 2021.# Enhance the tourism and investment messaging – great things to experience, see and do and places for business and jobs - with other factors that influence the relocation decision, including housing, schooling and education, accessibility and feel of place. <p>Digital and video content will be developed that is capable of use by a wide range of stakeholders, from sub-regional and county to city and district level, to amplify the positive messaging about Leicester and Leicestershire and the fabulous place that we live, work, study and invest in.</p> <p>In relation to the inward investment intervention, we have focused on our distinctive, positive economic characteristics and USPs that best help promote a positive impression of Leicester and Leicestershire as a place for business in a post Covid/Brexit environment. We are recognised by the Department for International Trade as a key UK area with specialisms in the sectors of Space and Life Sciences (Rehabilitation) where we have Space Park/Pioneer Park and our Life Sciences Opportunity Zone to better capitalise on, together with promoting our specialisms in Health and Sport. Professional and Financial Services continue to play an important economic role with strong quality jobs growth across the area; often providing accessible</p>
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jobs for younger generations and graduates who are keen to start their career. This sector adds real value to town and city vibrancy as office-based workers will spend in our retail, restaurants and other leisure destinations. We need to balance the impact of increased remote working. Our Food and Drink Manufacturing Zone and the potential Freeport are two key distinctive “USPs” that can be better showcased during 2021 to attract investment in the growing Food and Drink Manufacturing, Advanced Manufacturing and Advanced Logistics industries, and supply chain businesses.

To inform and support development of this work, we will create an overarching and agreed identity and “destination” for Space Park and Pioneer Park, working alongside key stakeholders, that will inform approaches to marketing as a distinctive destination for high value added business investment. This need has been identified through the work of the Enterprise Zone steering group to help maximise benefits from the investment opportunities in a more cohesive way.

There is a similarity between visitor, investment and live target audiences in that we will be seeking to improve their knowledge, understanding and impressions of Leicester and Leicestershire. Positive digital and video content demonstrating the fantastic destinations to “Uncover” as part of the Tourism Growth Plan’s “Uncover The Story” campaign in say Melton for tourists to visit, may equally be valuable in helping attract a key growth sector business that is thinking about relocating and wanting a place that is somewhere that they can encourage senior management to consider relocating to. The digital and video content will be developed with these key audiences in mind.

The Place Marketing Team has been working very hard over the past year to boost its online presence and improve the communication channels to best showcase the area, working alongside key stakeholders including DIT, Visit Britain, Visit England, Midlands Engine, LLEP, County, City and Districts Council, Universities, the Tourism Advisory Board, Team Leicester and individual businesses.

Covid has impacted heavily on the way people do business, with even more reliance on the internet to assist with decision-making, whether that is places to visit for a weekend, and spend, or shortlisting potential investment locations for a business. This project will significantly boost the digital and video content that is currently available regarding Leicester and Leicestershire to better support that decision-making process. At present there is extremely limited recent video content readily available to use to support this work due to limited resources. The Visit Leicester and Invest in Leicester websites that showcase Leicester and Leicestershire from a place marketing perspective do not currently have any short video content to showcase the area. This project will develop and market digital and video assets, working alongside key business and industry leaders to convey the messaging – business to business.

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Is this a new project?	Yes
If this is not a new project, please explain the need for funding	N/A
Funding Requested	£185,000
Key dates Earliest possible start date for the project work post approval, funding contract and procurement	
Project Start Date	February 2021
Project End Date	March 2022
Provide a brief commentary to demonstrate that the project will be commenced by the stated date. (Max 100 words)	<p>A Project Task and Finish Group has been established to oversee the project involving the LLEP, City, County and District Councils representative</p> <p>Preparatory work has already commenced regarding the development of both the Uncover The Story tourism product and Inward Investment sector/USP promotion.</p> <p>A draft tender brief has been developed, together with identification of qualified providers who specialise in the development of quality digital and video content and marketing.</p> <p>A consultancy tender brief has been drafted by Space Park/Pioneer Park Enterprise Zone steering group.</p> <p>A draft Job Description and Person Specification has been developed for a 1 year dedicated Communications and Marketing Officer as additional project capacity, to be managed by the Place Marketing Manager at Leicester City Council. This post may provide the opportunity for a secondment.</p>

Project Milestones/Activities			
Please outline each of the key milestones/activities to deliver this project. Please note this project plan should start and end with the dates provided above. (Please add more boxes for each key milestone/activity).			
Description	Start Date (Tasks only)	End Date (Tasks and Milestones)	Key Task/Milestone?
Tenders live	Jan/Feb 2021	Feb 2021	Key Task
Appointment of contractors:- * Digital and video content development and marketing * Pioneer Park/Space Park branding development		Mar/April 2021	Milestone
Appointment of Communications and Marketing Officer	Mar/April 2021	April 2021	Key Task
Development of digital and video content	March 2021	August 2021	Key Task

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Marketing Campaign – Tourism launch, phased implementation of Story deliver	March 2021	March 2022	Key Task
Marketing Campaign – Investment – phased implementation of key sector/USP roll out	May 2021	March 2022	Key Task
Marketing Campaign – Live – phased implementation	November 2021	March 2022	Key Task
Review on impact traction on website and social media – adjustment consideration	Quarterly reporting		Milestone
Completion of contract		March 2022	

Strategic Case

The objective is to provide detailed evidence to demonstrate that the project has a clear rationale, it will deliver economic growth benefits resulting from further investment, it is affordable with a clear funding strategy and delivery issues are understood.

Problems, Barriers to Growth and Rationale for Intervention

<p>Explain the aim of the project. (Max 200 words)</p>	<p>The aim of the project is to raise the profile of Leicester and Leicestershire for tourism, inward investment and as a place to live, to boost our profile during the vital pandemic recovery period and to overcome possible negative impressions caused during the pandemic.</p> <p>The project’s focus will cover three overarching strands, where the development of digital assets and advertising campaigns will help inform, explain and promote our region’s profile:</p> <p># Boosting visitors by enhancing the impact of the new sub-regional tourism campaign, Uncover the Story, due to be launched in spring 2021. Raising the profile of Leicester and Leicestershire as a compelling tourist destination.</p> <p># Attracting business investment and job creation by raising the positive profile of the sub region’s investment strengths and USPs in key growth sectors, including Aerospace and Space, Sport and Life Sciences (Med Tech/Rehabilitation) and Professional & Financial Services, together with raising the profile of the Food & Drink Manufacturing Zone and proposed Freeport, subject to confirmation in Spring 2021.</p> <p># Enhance the tourism and investment messaging – great things to experience, see and do and places for business and jobs - with other factors that influence the relocation decision, including housing, schooling and education, accessibility (physical and financial) and lifestyle.</p> <p>By working with the Leicester and Leicestershire business community and key stakeholders we will develop compelling propositions to attract visitors and investors. “Uncover The Story” stories will be developed to excite and entice interest in visiting the destination as a quality experience. The Investment messaging will be developed to showcase our strengths by engaging with business leaders who are passionate about Leicester and Leicestershire, keen to promote the value of being located here as Ambassadors, and where possible with strong industry connections and Peer to Peer networks.</p> <p>The “Live” dynamic will build on this with evidenced data around quality of living environment – education, homes and place; and key lifestyle factors.</p> <p>This project is part of a package of measures delivered by the Place Marketing team that will further improve the impression of Leicester and Leicestershire to attract more visitors and investors. It will complement and enhance the existing Place Marketing budget that includes £7.5k in 2020/21 for initial development work of the Uncover The Story tourism campaign brand with limited promotion, work to showcase and further develop the inward investment offer.</p> <p>It is proposed that project spend will be allocated as approximately:-</p> <ul style="list-style-type: none"> • Tourism, Uncover The Story - £50k • Inward Investment, including Space Park/Pioneer Park consultancy - £70k
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	<ul style="list-style-type: none"> • Live - £25k • Additional staffing capacity, including on-costs - £40k <p>It is noted that work delivered as part of the tourism and investment strands will be used to support the “live” element.</p>
<p>Explain the underlying barriers to economic growth that the substantive project will address. (Max 200 words)</p>	<p>Awareness and knowledge of opportunity is vital to secure tourism, business growth and inward investment to support economic prosperity.</p> <p>Covid has impacted heavily on the way people do business, with even more reliance on the internet to assist with decision-making. By developing our digital and video assets and promoting them alongside key stakeholders we will enhance the impression of the area from a visitor and investor perspective.</p> <p>The Leicester & Leicestershire Tourism Growth Plan 2020-2025 identified a widespread recognition that there is low awareness and knowledge of what makes our area distinctive and special and research demonstrated that, to external audiences, there is no consistent narrative about the area to suggest a strong sense of place. The “Uncover the Story” campaign brand was developed as a private/public partnership solution to control the destination messaging, establish an identity in a fiercely competitive marketplace and grow the area’s share of the visitor market.</p> <p>The impact of the Covid-19 pandemic is unprecedented giving rise to high levels of business and investment uncertainty. This, teamed with uncertainty around Brexit impact and global economic volatility, makes an environment where it is more challenging to secure new business investment. While the LLEP’s Economic Recovery Plan highlights the importance of addressing the most adversely affected parts of the economy it also stresses the importance of building on the strengths of the area to aid recovery. This project will develop and promote our economic strengths in sectors/USPs that will drive Leicester and Leicestershire’s productivity and help create new jobs by getting on the radar of business location decision makers. It will support existing and new businesses to grow by improving access to a skilled local talent pool.</p>

<p>Explain the impact of not addressing these barriers. (Max 200 words)</p>	<p>See above.</p> <p>Competition in 2021 for both visitors and investors will be fierce as destinations continue to seek to recover their economies and grow back stronger, where able. The visitor economy has been hit hardest and without support to attract visitors there is a risk that the decay worsens as less people visit and spend and business viability issues do not improve in time.</p> <p>A major barrier to the successful place marketing of Leicester and Leicestershire is resources available. Successful Place Marketing, whether for tourism or inward investment purposes, is hugely dependent on excellent profile and the communication of compelling messages through great content. In addressing this fundamental aspect we will be able to enhance our planned activities to counteract the barriers we are currently facing and supporting economic recovery and growth longer term.</p>
<p>Explain what will happen if this funding request is not approved (Max 200 words)</p>	<p>If not approved, the visitor and investment product offer will continue to be developed by the Place Marketing team using limited staffing resources but slower and without the much-needed professional expertise for digital and video content development (which cannot be done in-house) and targeted advertising campaigns.</p> <p>The impact of the work of Leicester and Leicestershire’s Place Marketing team will be less cohesive and less effective. We will continue to maintain our existing websites, both visitor and investment, but not be in a position to significantly accelerate our visitor and investment profile and visibility quickly using digital and video format. Planned work to improve the Live profile will not be delivered due to budgets/capacity and this risk will increase over time as content becomes dated.</p> <p>We will continue to develop our social media reach through our planned organic (unpaid for) content but this is likely to be more locally focused and less targeted and effective without investment in paid-for digital advertising which allows for specific demographic and geo-targeting – for example visitors within 1 hrs drive or businesses in key growth sectors.</p>
<p>Rationale for public sector intervention: You must demonstrate that the funding requested is the minimum required in support of the project and that you have exhausted all other private sector funding opportunities. <i>Please identify (tick) which apply and provide a brief explanation, max 100 words per item.</i></p>	
<p>Will there be a material increase in the size of the project?</p>	<p>No</p>
<p>If yes, please provide a brief explanation (Max 100 words)</p>	
<p>Will there be a material increase in the scope of the project?</p>	<p>No</p>
<p>If yes, please provide a brief explanation (Max 100 words)</p>	

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Will there be a material increase in the total amount spent on the project?	No
If yes, please provide a brief explanation (Max 100 words)	
Will there be a material increase in the speed of completion of the project?	No
If yes, please provide a brief explanation (Max 100 words)	
Will the project happen outside the LLEP area as a result of NOT receiving the funding?	No
If yes, please provide a brief explanation (Max 100 words)	
Objectives of Project	

<p>Describe the specific objective(s) of the project. (Max 200 words)</p>	<p>The project will promote and raise awareness of what is great, now and in the future, about Leicester and Leicestershire from a visitor, investor and live perspective.</p> <p>The impact will be measured using website and social media analytical tools that will allow an indepth analysis of the reach and engagement with our campaigns.</p> <p>Specifically, via our Invest and Visit websites we will provide data on traffic to key campaigns webpages, as well as engagement with specific business sector or tourism product areas. We will also provide data on the geographic location of web visitors, allowing us to report on the impact of area-specific campaigns on audiences.</p> <p>For the tourism intervention, the Uncover the Story campaign brand has already been established and an inventory of key stories covering City and County, developed. What is urgently needed are video and digital assets to extend awareness of the campaign across a range of digital platforms, including Trip Advisor and Visit Britain, and an effective campaign to promote widely to consumers to maximise impact of the visitor offer. Although primarily a campaign designed to support the growth of the visitor economy, the assets created can be used widely to showcase, and shape positive perceptions of our area by a range of stakeholders. These assets will also form the main driver of the online advertising campaigns. Effectiveness of the online campaigns will be tracked through our website analytics, as well as through established digital media advertising data.</p> <p>In relation to the inward investment intervention, we have focused on our distinctive, positive economic characteristics and USPs that best help promote a positive impression of Leicester and Leicestershire as a place for business in a post Covid/Brexit environment. We are recognised by the Department for International Trade as a key UK area with specialisms in the sectors of Space and Life Sciences (Rehabilitation) where we have Space Park/Pioneer Park and our Life Sciences Opportunity Zone to better capitalise on, together with promoting our specialisms in Health and Sport. Professional and Financial Services continue to play an important economic role with strong quality jobs growth across the area; often providing accessible jobs for younger generations and graduates who are keen to start their career. This sector adds real value to town and city vibrancy as office-based workers will spend in our retail, restaurants and other leisure destinations. We need to balance the impact of increased remote working. Our Food and Drink Manufacturing Zone and the potential Freeport are two key distinctive “USPs” that can be better showcased during 2021 to attract investment in the growing Food and Drink Manufacturing, Advanced Manufacturing and Advanced Logistics industries, and supply chain businesses.</p> <p>Where new digital and video content is developed by specific locations, for example MIRA or Segro Logistics Park, we will work with them to embrace and promote these within the Inward Investment website to best capture the opportunities within Leicester and Leicestershire, together with including them in the Strategic Sites map that is refreshed annually. We are aware of a proposal being developed to support MIRA’s marketing materials</p>
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	<p>and have an Inward Investment Manager, Pankaj Mistry, engaged in future discussions by way of the EZ Steering Group.</p> <p>To support the LLEP's planned recovery and economic growth we need to showcase our area as a great place to live so that our housing growth continues and people are attracted to live, work and enjoy Leicester and Leicestershire – providing the right talent to attract and support businesses to grow or invest.</p>
<p>Strategic Fit with Local Priorities</p>	
<p>Will the intervention support policies in the Strategic Economic Plan, Sector Growth Plans or other Local Plans? (Max 100 words)</p>	<p>Yes, Tourism Growth Plan and LLEP Economic Recovery Action Plan. The intervention will help:</p> <ul style="list-style-type: none"> -Create a strong and visible destination for the subregion -Improve productivity, helping maximise our assets and encouraging tourists and inward investment into our region -Support the development of our strategic tourism and inward investment products
<p>What is the main strategic priority that your project addresses? (please choose one)</p>	<p>Business Growth</p>
<p>Engagement and Consensus</p>	
<p>Outline support from key stakeholders for the proposed solution / your approach to seeking consensus. (Max 100 words)</p>	<p>The Place Marketing Organisation (PMO) for Leicester and Leicestershire is submitting the application and the project has been considered and supported by the Strategic Management Group – consisting of Tom Purnell and Simon Lawrence from Leicestershire County Council and Mike Dalzell from Leicester City Council.</p> <p>A Project Task and Finish Group has been established to develop and oversee the project involving the LLEP, City, County and District Council's representative – consisting of Mandip Rai, Mike Dalzell, Tom Purnell, Simon Lawrence, Edd de Coverly and Mark Oakley and Susan Littlemore as project promoters.</p>
<p>The Previous Funding Applications</p>	
<p>Have you applied for any funding for this project previously?</p>	<p>NO</p>
<p>If yes, please provide a brief explanation (Max 100 words)</p>	

<p>How is your project State Aid compliant? Briefly explain why your project is State Aid compliant. (Max 200 words)</p> <p>We strongly advise you to seek independent legal advice with regards to the issues of State Aid in relation to this application.</p>	<p>The Place Marketing team is a function delivered by Leicester City Council, on behalf of Leicester and Leicestershire Councils, working alongside the LLEP.</p> <p>As a Council, we have a formal procurement strategy that guides our tender processes and follows 2015 Public Contract Regulation rules. All work conducted by the Team is compliant with State Aid.</p>
<p>Economic Case Demonstrate that the project will best deliver existing and future needs, with clear outputs, outcomes and economic impacts.</p>	
<p>Investigation of Options</p>	
<p>Demonstrate that a range of options has been considered. Why is this solution the best option? What are the impacts of doing nothing? (max 400 words)</p>	<p>A range of Place Marketing options have been considered to develop the proposed application. We are aware of the existing visitor destination and inward investment toolkit that is currently available to attract visitors and investors across Leicester and Leicestershire.</p> <p>Uncover The Story as a marketing campaign was identified through extensive research and partnership working to develop the most effective way of showcasing Leicester and Leicestershire’s visitor destination to stand out and compete with other destinations. This project will develop much needed digital and video content which is seen as the most cost-effective way of communicating with target audiences, as opposed to advertising in direct mail, local press and magazines which are used less and less by consumers, particularly with increasing working from home and internet usage.</p> <p>The targeting of inward investment digital and video content towards key identified sectors and USPs is considered the most effective way of driving productivity and jobs growth in a difficult and emerging economic market.</p> <p>We can build product alignment with the new Leicester and Leicestershire Inward Investment website and brochure, launched in November 2020, to showcase what we have, and have strengths in, in a more cohesive way than at present, building on sector proposition work to include business leader endorsements of place within the fields of aerospace and space, life sciences and med tech and professional and financial services. This will develop the approach adopted following the work of Hatch Regeneris/Adam Breeze to further attract inward investment for Leicester and Leicestershire around our key sectors and USPs.</p> <p>Increasingly business destinations such as Birmingham, Manchester, Leeds, Cambridge, Nottingham and Derby are using digital and video content to support and reinforce their key inward investment messaging. This work will place us on a more equal playing field strengthening our toolkit to attract investors, focusing on what our business leaders say about our place, rather than the professionals charged with selling it.</p>

<p>Demonstrate and evidence that the funding would represent value for money. (max 400 words)</p>	<p>Value for Money is a core principle within Leicester City Council's procurement strategy where officers adhere to the 2015 Public Contract Regulation rules.</p> <p>Firstly, in terms of our budget proposal we have undertaken cost comparison audits to ensure our cost estimates are rigorous.</p> <p>We have compared against recent Leicester City Council and BID Leicester procurement exercises across both video development and advertising campaigns (detailed information is listed in the Cost Estimation & Price section). We will also be working closely with the City Council's marketing team on the procurement process and have already done preparatory work to facilitate this.</p> <p>Secondly, the range and breadth of our outputs will also deliver significant value for money</p> <ul style="list-style-type: none"> • 35 video and digital assets to use across our digital channels at a time when marketing surveys* are showing that video content is outperforming plain image content on digital channels - 59% (video) to 29% (plain images); • 40% uplift in new users of our Visit website to 400,000; • 100% increase in new users of our Invest website to 5,000; • Relaunch of our Visit Leicester YouTube channel with target to deliver a >300% uplift in the views with our promotional video content
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<p>Is the project scalable?</p>	<p>Yes.</p> <p>Increasing the budget would increase the marketing activity capable of being delivered and its reach.</p> <p>Reducing the budget available would reduce the amount of advertising delivered. A significant reduction would reduce the ability to contract and develop quality digital and video assets therefore jeopardising the added value of the project.</p>
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Outputs, Outcomes and Impact

The funding recipient will be responsible for reporting against all outputs, outcomes and impacts detailed below.

Outputs and Outcomes: specific deliverables from the overall project

Complete one column per output/outcome

<p>Outputs & Outcomes Category (Choose either: Jobs, housing, business assists, skills, land and commercial property, transport, other, Enterprise Zone)</p>	<p>Other</p>	<p>Other</p>	<p>Other</p>	<p>Other</p>	
<p>Outputs & Outcomes Sub Category</p>	<p>Place marketing – Visit website new users</p>	<p>Place Marketing - Investment website new users</p>	<p>Digital and video assets developed</p>	<p>Place Marketing Visit Leicester You Tube views</p>	

Detailed description	New users	New users	Number of assets	Video views	
Baseline Value	270,524	2,484	1	292/yr	
Output or Outcome?	Outcome	Outcome	Output	Outcome	
How will the output / outcome be measured	Google Analytics	Google Analytics	Asset in place	YouTube analytics	
Measurement Source	Google Analytics	Google Analytics	Asset in place	YouTube analytics	
Who is responsible for measuring the benefit?	Place Marketing Team	Place Marketing Team	Place Marketing Team	Place Marketing Team	
Assumptions	Place Marketing will drive website traffic	Place Marketing will drive website traffic	None	Place Marketing will drive YouTube reach	
What are the risks or issues to realising the benefit	Social media and marketing does not attract visitors or investors	Social media and marketing does not attract visitors or investors	Unable to film due to lockdown	Social media and marketing do not drive users to YouTube	

Measures

For each of the Outputs / Outcomes identified please provide the forecast of when they will be delivered. For example, if the project outputs were 175 homes this might look like-

Period: March 2020, Units: Number, Target: 100

Period: March 2021, Units: Number, Target: 75

Period	March 2022	March 2022	March 2022	March 2022	
Units	New Visit web users	New Invest web users	Digital and video assets	Video views	
Target	400,000	5,000	35	1000	

Additional Benefits

Please identify which, if any, of the following social value impacts apply to your project.

Where you have identified a relevant wider impact, please provide a brief explanation (max 100 words)

Employing locally and responsibly	Yes
If yes, please provide a brief explanation (Max 100 words)	Recruitment advertisement (potential secondment opportunity)
Sourcing locally	Yes
If yes, please provide a brief explanation (Max 100 words)	Will use locally-based creative agencies where possible within the procurement strategy as there is a significant talent pool across Leicestershire.
Supporting and engaging with local communities	No
If yes, please provide a brief explanation (Max 100 words)	

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Improving environmental sustainability	No
If yes, please provide a brief explanation (Max 100 words)	
Doing business ethically	As per council Procurement Strategy.
If yes, please provide a brief explanation (Max 100 words)	

Impacts Please identify the impacts this project will have. Consider issues including unlocking sustainable economic growth, social inclusion, wellbeing and environmental sustainability.			
Outcome (e.g. jobs unlocked, homes unlocked)	Quantity (e.g. number of jobs, number of new homes)	Baseline value	Assessment (e.g. who will measure the outcome, when and how will it be measured)
Increasing the number of visitors to Leicester and Leicestershire	Increase by 5%	34.93bn in 2019 to be adjusted to reflect Covid	STEAM data collated annually by Place Marketing
Jobs unlocked	Increase by 10%	548 jobs in 2019/20 to be adjusted to reflect Covid	Inward Investment data collated quarterly by Place Marketing
Will particular groups of people be affected by the intervention? Will the impact be positive or negative? Please explain. (Max 100 words)	Business owners and visitors/investors, as well as land owners, developers and agents, all positively as the project supports business growth and investment. People thinking about moving home.		
How will the intervention impact on the natural and built environment? (Max 100 words)	N/A		

Monitoring and Evaluation

<p>How will you evaluate the success of the project?</p>	<p>The Project will be managed by the Place Marketing Manager and reported to the Place Marketing Strategic Management Group as quarterly reporting, which will include analysis of:-</p> <ul style="list-style-type: none"> - Delivery of targeted assets and their deployment as part of the Place Marketing Team tourism and inward investment campaigns. - Tourism businesses and destinations using Uncover The Story in their individual marketing campaigns - Engagement levels with online campaigns - Business leads generated in the targeted sectors <p>Success will be achievement of the blended factors above. It is anticipated that success may be longer term due to the nature of the interventions and this will be monitored as part of the day to day work of the Place Marketing team who monitor and report on visitor numbers and business enquiries/jobs created.</p>
<p>Are the costs of monitoring and evaluation included in your project budget?</p>	<p>No</p>

<p>Financial Case Demonstrate adequate consideration of costs and funding strategy. Please provide the annual cost profile for the life of the project. You will be expected to deliver the scheme within the cost profile when agreed. Confirmation will be required that any cost overruns will be met by the project sponsor.</p>	
<p>What is the total cost of the project (£'s)?</p>	<p>185,000</p>
<p>If this application is for Project Development Funding, what is the expected total cost of the substantive project (£'s)?</p>	<p>No.</p>

<p>Please explain how the costs have been estimated and price base.</p>	<p>The costs have been estimated based on:</p> <p>- a procurement exercise for the development and delivery of promotional videos, plus design development and delivery of accompanying digital assets. Estimate: £30,000</p> <p>Costing details are based on: 10 days filming; 10 days post-production; 3 days script & asset copy production; 5 days design development; 5 days account management;</p> <p><i>(Note: I have checked these costings with City Marketing. We will be required to use their commissioning routes)</i></p> <p>-a procurement exercise for the set up and coordination of a multi-channel digital advertising campaign. Estimate: £55,000</p> <p>Costings are based on a spread of spend across google adwords 20%, Facebook & Instagram ad campaigns 20%, digital radio/tv ad campaign 60%</p> <p><i>(Note: recent Leicester BID one-month digital advertising campaign cost £30,000 alone for a 25mile radius reach to promote their Shop Leicester campaign)</i></p> <p>-and a procurement exercise to develop and deliver media campaign support: Estimate: £40,000</p> <p>Costing are based on: development and delivery of launch campaign; development and delivery of spring / summer media campaign; targeting local, regional media synchronised across print, broadcast and online channels.</p> <p><i>(Note: Leicester City Christmas marketing agency campaign had £25,000 allocated to it for a very parred down set of activities due to covid)</i></p> <p>-Consultancy brief for Space Park/Pioneer Park Estimate: £20k – to be market tested, but this is based on other contracting</p> <p>- Communications and Marketing Officer £40k – Grade 7 post during 2021/22 – Salary Range £28,672-£31,346 (with on-costs - £39,502-£43,298).</p>
<p>Funding Requirements and Match Funding</p>	
<p>What is the total funding requirement being requested (£'s)?</p>	<p>185,000</p>
<p>What assumptions is this figure based upon?</p>	<p>Contract values being achieved.</p>

<p>What is the total match funding that will be provided (£'s)?</p>	<p>A dedicated management resource will be available as match funding throughout the project – involving the Place Marketing Manager and other members of the Place Marketing team as appropriate. Estimated staff match funding is expected to be in the region of £15-25k including oncosts during 2021/22.</p> <p>It is noted that due to the nature of the project, the delivery outputs will be fully integrated within the work of the Place Marketing Team and available to key stakeholders as part of the overall package of Place Marketing used to attract visitor and investors to Leicester and Leicestershire. Preparatory work around development of the Uncover The Story branding (£7.5k) has not been included as project match funding as this is already committed and spent prior to project approval.</p>
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Sources of Funding (£'s)				
Please identify all the individual sources of funding for the life of the project. Sources of funding should add up to the Total Cost of the Project				
Funding Source	Amount (£'s)	Percentage of Budget (%)	Confirmed	Description
LLEP A	185,000	90%	Application	
Leicester City Council	20,000	10%	Existing staffing resource to manage and oversee project delivery.	Officer time

Financial Profile	
For each funding source identified, please provide the amount of funding required for each financial year.	
Period - Select March as end of financial year	N/A
Description (If not applicable enter NA)	
Planned Amount £'s (Only include VAT if not recoverable)	
Funding Source	

Business Rates Income Profile (£'s) (To be completed for Enterprise Zone funding applications only)	
Will business rates be generated as a direct result of this development?	N/A

March 2019

Amount (£'s)	
Year	
Comment	

Loan Funding Repayment – To be completed by loan applicants ONLY	
Payback Mechanism	N/A
Amount	
Repayment Date	
What security will you offer against the loan	
Please explain how you will manage the repayment schedule	

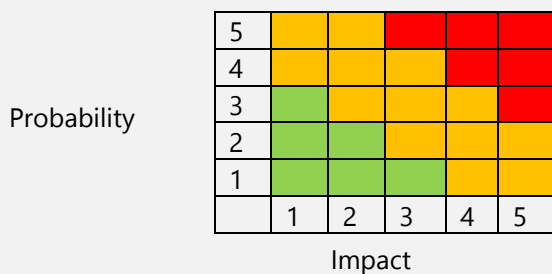
Commercial and Management Case	
Partnerships for Delivery Demonstrate that Project will be delivered by the stated completion date.	
Identify partners involved in the project and demonstrate shared commitment to delivery.	Lead Partner is the Place Marketing Team, employed by Leicester City Council to deliver Place Marketing across Leicester and Leicestershire
Have you spoken with the Local Authority for where your project will take place regarding this project?	Yes – City and County involved.
Effective Governance	
Briefly explain proposed governance structure, including reference to partners if appropriate.	The Place Marketing Strategic Management Group for Leicester and Leicestershire will be responsible for delivery, monitoring and evaluation of the project.
How will the project be managed?	The project will be managed by the Place Marketing Manager and overseen by the Director of Inward Investment and Place Marketing.

Capacity and Risk Management		
Briefly explain the most significant risks to the overall delivery of the project, including financial and commercial risks, and proposed mitigation (e.g. resource capacity, procurement issues, uncertainties on business cases, cost overruns. Identify proposed mitigation measures.)		
Risk Identifier	Risk name	Description of risk including potential impact.
1	Financial risk	There is a risk that the outsourced work is slowed or made more difficult due to the pandemic, for example, liaising with businesses to produce material. Regular project meetings will be held to effectively manage this financial risk and balance the scope of the project to reflect budget available – reducing risk of cost overrun.

2	Procurement issues	The Council has a good Procurement Policy in place which will be used to ensure smooth running of the contract. There is a risk that no business proposes a quote for the works however based on previous experience this is considered a low risk. It would however delay the project.
3	Impact risk	There is a risk that even with a high profile place marketing campaign that the economic impacts are not able to be delivered due to macro economic factors and need for post covid recovery. The outcomes of a significantly improved profiling for tourism and investment will be clearly demonstrated using digital analysis techniques.

Probability & Impact

Please select the point on the matrix where the probability and impact converge to indicate the risk assessment.



Risk Identifier	Risk Assessment	Mitigating Action	Risk Assessment post mitigation
1. Financial Risk	P2, I2	Regular structured contract management	P2, I1
2. Procurement issues	P1, I1	Regular structured contract management	P1, I1
3. Impact Risk	P3, I3	Regular monitoring of outcomes to shape effectiveness of marketing campaigns	P3, I1

Dependencies

If this project is dependent on outputs from other projects, please provide further details	<input type="text" value="No."/>
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Supporting Information

Supporting Documents	<input type="text" value="None"/>
File name	
If 'other' please specify	
Description	

Declaration

March 2019

I declare that to the best of my knowledge, the information included within this form is accurate.	
Name	Mike Dalzell
Date	
Job title	Director of Tourism, Culture and Investment
Organisation	Leicester City Council
Are you authorised to submit this business case on behalf of the Promoting Organisation?	Yes
Whilst we will treat your application with the utmost confidentiality, please be aware that we will use this information to carry out an appraisal on your project. The LLEP is a partnership and the information you provide may be shared with relevant local and national partners and third party organisations.	
Any personal data that you provide will be processed in accordance with current data protection laws. It will be used by Leicester City Council and our partners to deliver and improve services and fulfil our contractual duties. We will not disclose any personal information to anyone else unless required or allowed to do so by law. Read more about how we use personal data in our Privacy Notice on our website: www.leicester.gov.uk	

