



Economic Development and Regeneration Advisory Board

Thursday 1st October 2015 at 10.00 am

Meeting to be held: Committee Room, Civic Centre, Sunderland, Burdon Road, SR2 7SN

www.northeastca.gov.uk

AGENDA

Page No

1. **Apologies for Absence**

2. **Declarations of Interest**

Please remember to declare any personal interest where appropriate both verbally and by recording it on the relevant form (to be handed to the Democratic Services Officer). Please also remember to leave the meeting where any personal interest requires this.

3. **Minutes of the Previous Meeting**

1 - 6

4. **EDRAB Membership Proposals - Update**

7 - 12

5. **Development of NECA Investment Gateway Function and Sector Propositions**

13 - 20

6. **Regional Investment Plan**

Members are requested to note the intention to circulate the above report on a supplemental agenda in accordance with the provisions of the Local Government (Access to Information) Act 1985

7. **Date and Time of the Next Meeting**

18 December 2015 at 10am at Durham County Hall.

Contact Officer: Victoria Miller Tel: 0191 211 5118 E-mail: victoria.miller@newcastle.gov.uk

To All Members

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North East Combined Authority

Economic Development and Regeneration Advisory Board

7 July 2015

Meeting held: Committee Room, Civic Centre, Sunderland, Burdon Road, SR2 7SN

Present:

Councillor: Watson (Chair)

Councillors: Bell (part), Foster, Hepple (part), Malcolm, Pickard and Twist

Co-opted Members: G Hall, B Farhat, S Glendinning, J Walker and S Hanson

1 APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors Foy and McCarty.

2 CHAIR'S OPENING REMARKS

The Chair welcomed everyone to the meeting. A particular welcome was extended to the Co-opted Members who represented the business community. The Chair spoke about the role and purpose of the Advisory Board and the opportunities for the Board to support economic development and regeneration for the region.

3 DECLARATIONS OF INTEREST

There were no declarations of interest.

Members were reminded about the process for declaring interest and also about the availability of a process for seeking dispensations where necessary.

4 APPOINTMENT OF VICE-CHAIR

RESOLVED – That Councillor Iain Malcolm be appointed as Vice-Chair of the Economic Development and Regeneration Advisory Board for the municipal year 2015/16.

5 REGIONAL INWARD INVESTMENT FUNCTION

Submitted: A report of the Thematic Lead for the Economic Development and Regeneration (previously circulated and copy attached to Official Minutes).

Members considered the report which provided information on progress achieved in developing arrangements for an enhanced, regional inward investment function.

During the consideration of the report a discussion took place on the proposed sectors for attracting significant investment, the attractiveness of the region for

investment, the budget available for the development of the existing regional inward investment function, the proposals in relation to the capacity of the Investment Gateway Team and the role of the Advisory Board. It was noted that:

- Each of the sectors listed in the report had been analysed and work was in progress to develop propositions for each sector. Further information on the development of the propositions would be circulated to Members as soon as possible and before the next meeting. There would be further discussion on the opportunities for each sector at the next meeting.
- Members were generally in agreement that the initial selection of a small number of priority sectors from the list was not sufficient and that the region needed to be ready to respond to opportunities across all sectors.
- It was confirmed that the pharmaceuticals industry was included in the proposed sectors, as a sub-sector of Life Sciences.
- Once the initial development of the sector propositions was completed, expert advice would be sought on the prioritisation of the sectors for proactive marketing.
- The performance of the priority sectors would be measured and benchmarked.
- Although the Strategic Economic Plan was due for a refresh, the document remained the key document that set out priorities for the region.
- A Member commented that when identifying priorities and key themes, it was important for the region to speak as one voice, delivering coherent messages. A Member also commented that it was important to work under one brand - a global, credible brand agreed jointly by the Local Enterprise Partnership and the Combined Authority. There would be opportunities for the Advisory Board to consider this further.
- A Member commented on the importance of clarity in relation to structure, relationships and resources. It was confirmed that the Investment Gateway Team would be a small team relying strongly on the support of the constituent local authorities, which to date had been working well. No account management by the Gateway Team was currently proposed.
- In response to a Member's question about the sufficiency of resources, it was noted that whilst the current budget for the inward investment function, including the match funding as set out in paragraph 3.1 of the report, was currently considered sufficient for the provision of staffing capacity and the key tasks set out, it was likely that the Combined Authority would be keen to take advantages of other opportunities to secure investment with additional support from the constituent authorities. It was important to obtain the best for the region and further resources might be required to support this work.
- Members noted information on the work of the Investment Gateway Team to respond to enquiries for investment and business opportunities.

- On advice from Officers, Members noted the importance of developing relationships with potential investors and encouraging them to visit the region. It was also noted that whilst here, investors were often surprised by the good quality of the offer of the region.
- The Chair spoke about the importance of being proactive and uncovering opportunities for attracting investment into the region, including foreign investment.
- The Chair also spoke about the attractiveness of the UK for investment, including reputation and political stability. The Chair highlighted the importance of building the reputation of the region, demonstrating and promoting its strength and maximising business and investment potential. A Member also spoke about the attractiveness of the UK as a business location due to stability, tax regime and employment laws.
- Members noted the importance of promoting the region as an attractive region for investment, as a quality area to work and live and also in the context of the tourism industry.
- A discussion took place on whether the expensive open-date train fares were potentially a barrier for investors visiting the region. It was noted that whilst this could be perceived as a barrier, in the long-term the region represented better value for money than some other regions. It was also noted that the region had good transport links connecting well with other areas and countries. This discussion linked to the forthcoming discussion on transport by the Transport North East Committee.
- The Chair commented on the important role of the small and medium enterprises (SMEs) for the region. A comment was also made about the importance of stimulating the supply chain to support SMEs.
- The Chair commented that the region was designated as a low carbon area in the North East and it was important to take opportunities to develop this area of work.
- A discussion took place on how the region's offer compared with the offer of other regions of the UK and other countries. It was noted that the region was competing in a global market.
- A discussion took place about the distinctiveness of the region, incentives for investment and the impact of controls around state aid.
- A Member suggested that it would be beneficial to co-opt more business representatives. A Member also suggested that it would be beneficial to hear what worked and what did not from a representative of a business which had already invested in the region.
- When hosting visits by potential investors it was usual practice to highlight examples of other businesses who had invested in the region. Case studies

of successful investment projects would also be included in the sector propositions mentioned above.

- It was confirmed that the Local Enterprise Partnership's Executive Team was involved in the work on the development of the regional inward investment function.
- The Chair spoke about the opportunities presented by this Advisory Board to debate key economic development and regeneration matters and feed the results of the discussions to the Leadership Board and Local Enterprise Partnership.
- It was important to ensure that the value of the work of the Advisory Board was communicated to the constituent authorities and other stakeholders.

RESOLVED – That the update and Members' comments be noted.

(At this point the meeting became inquorate.)

6 **ECONOMIC DEVELOPMENT AND REGENERATION ADVISORY BOARD - MEMBERSHIP PROPOSALS**

Submitted: A report of the Thematic Lead for the Economic Development and Regeneration (previously circulated and copy attached to Official Minutes).

Members considered the report which outlined proposals for a process to co-opt further non-voting members onto the Advisory Board, specifically to reflect key sector knowledge and experience.

During the ensuing discussion Members discussed the proposed process for identifying and involving key sector representatives, including the option of inviting guests and the option of requesting the Leadership Board to formally appoint identified individuals as co-opted non-voting members of the Advisory Board. Members also discussed the approach to the application process; suggestions were made that it should be simple.

In relation to the range of key industries, the Chair suggested that primary consideration should be given to manufacturing, commerce and advanced manufacturing as the most likely sectors for significant investment.

AGREED – That:

- I. An informal working group, consisting of Members of the Advisory Board be set up to discuss the brief for identifying and involving priority sector representatives;
- II. It should be noted that the initial interest for participating in the work of the informal working group mentioned above was received from Ms Hall, Ms Farhat, Ms Glendinning and Councillors Watson and Foy and;

- III. The proposed brief for identifying and involving key sector representatives be circulated to all Members for information; and
- IV. The working group would commence work on identifying key sector representatives for recommendation to the North East Leadership Board for their appointment as Co-opted Members of the Advisory Board. Additional guests could be invited to attend and participate in the business of the Advisory Board as and when appropriate.

7 REGIONAL INVESTMENT PLAN

Submitted: A report of the Thematic Lead for the Economic Development and Regeneration (previously circulated and copy attached to Official Minutes).

Members considered the report which provided information on progress to develop a regional investment plan. During the ensuing discussion, it was noted that:

- The schedule of projects relating to economic assets and employment sites would be provided to the next meeting for consideration.
- The schedule of both private and public sector sites and assets would include universities.
- The work on the Regional Investment Plan included working with the Local Enterprise Partnership.
- Joint working with stakeholders was crucial for supporting economic development and regeneration for the region.
- Full understanding was needed of the current funding opportunities, including the European funding programme, the Growing Places Fund and Regional Growth Fund.
- The Chair spoke about the importance of strategic planning to ensure a holistic approach to economic development. This included strategic planning in relation to land allocation to ensure supply of good sites for business growth. A briefing note would be prepared for Members on the availability of land and the principles used for land allocation for housing and business.

AGREED – That the report and Members' comments be noted.

8 DATE AND TIME OF NEXT MEETING

It was noted that some future dates clashed with meetings of the Cabinet of a constituent local authority.

AGREED – That consideration be given to rearranging the dates of future meetings to ensure they did not clash with the meetings of Cabinets or Councils of the constituent local authorities.

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North East Combined Authority

Economic Development and Regeneration Advisory Board

DATE: 1 October 2015

SUBJECT: EDRAB Membership Proposals - Update

REPORT OF: Economic Development and Regeneration Thematic Lead

EXECUTIVE SUMMARY

This report provides an update on work to develop arrangements to enhance the membership of the EDRAB with private sector representation.

RECOMMENDATIONS

The Advisory Board is requested to receive the update for information and provide views on the proposed way forward.

North East Combined Authority

Economic Development and Regeneration Advisory Board

1 Executive Summary

- 1.1 This report provides an update on work to develop arrangements to enhance the membership of the EDRAW with private sector representation.

The Advisory Board is requested to receive the update for information and provide views on the proposed way forward.

2.0 Background

- 2.1 At the previous meeting of the Advisory Board, members discussed the option to co-opt private sector representatives onto the Board.

- 2.2 It was agreed that there would be significant benefit in having enhanced private sector input to the work of the Board, but more thinking should be done on the best way to achieve this.

- 2.3 As a result, a small number of Board Members volunteered to form a sub group to look at the issues and considerations, and develop proposals for consideration by the Advisory Board. The sub group comprises Cllr Watson (EDRAW Chair), Cllr Foy (Gateshead Council), Gillian Hall (NELEP), Beth Farhat (TUC) and Sarah Glendinning (CBI), supported by Vince Taylor and Beverley Poulter (Sunderland City Council/EDRAW Support Officers).

3.0 Progress

- 3.1 There were two meetings between members of the sub group on 7 and 11 September 2015, where a range of perspectives were considered. The main focus was on considering how best to engage with business and business leaders and facilitate their contribution to NECA decision making processes.

- 3.2 Previously, Board Members had queried the time and capacity of many business representatives to commit to attending EDRAW meetings on a permanent basis, as co-opted members. The sub group was therefore tasked to explore the option of involving private sector representatives in meetings as 'invited guests' on a time limited and issue specific basis. During discussions, the representative organisation members of the sub group confirmed that this would be more manageable and relevant for business representatives.

- 3.3 Board Members also agreed that it would be beneficial to have the advice and input of the private sector across the range of key sectors for the NECA area, as identified through the Inward Investment Strategy work, including the development of sector propositions (this is the subject of a separate report elsewhere on this agenda). With the analysis still to be completed when the Board met in July, it was agreed that the priorities for engaging with business representatives were likely to be in the commercial and manufacturing sectors.

- 3.4 The sub group has therefore begun to develop thinking around the EDRAW

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establishing a network of business advisors, across all key sectors ultimately, but starting with a priority project or subject area on which the Combined Authority would benefit from private sector insight and advice. The project or topic could be informed by the priorities emerging from the Inward Investment Strategy (where the most significant potential to attract investment is identified).

- 3.5 The commitment required from business advisors would be to provide views and advice on issues relevant to them and the sectors they represent via agreed communication channels (e.g. dedicated website/online hub and conference calls) and possible attendance at EDRAB meetings on a one-off or time limited basis, where a given advisor's expertise would aid the Board's discussion.

4.0 Proposed Next Steps

- 4.1 Subject to the Board's agreement to the general principles outlined above, the sub group would propose to take the following next steps and report progress to the next meeting:

- Develop a role description and 'terms and conditions' for business advisors
- Develop an initial list of business representatives to approach / invite to be business advisors to the EDRAB, based on emerging Inward Investment Strategy priorities
- Identify IT and telephony platforms / mechanisms to enable the engagement and input of advisors.

5.0 Potential Impact on Objectives

- 5.1 The report sets out a proposal that will support the NECA in meeting its objectives.

6.0 Finance and Other Resources

- 6.1 There are no specific resource implications arising from this report.

7.0 Legal

- 7.1 There are no specific legal implications arising from this report.

8.0 Other Considerations

8.1 Consultation/Community Engagement

There are no issues arising from this report for consultation.

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8.2 Human Rights

There are no specific human rights implications arising from this report.

8.3 Equalities and Diversity

There are no specific equalities and diversity implications arising from this report.

8.4 Risk Management

There are no specific risk implications arising from this report.

8.5 Crime and Disorder

There are no specific crime and disorder implications arising from this report.

8.6 Environment and Sustainability

There are no specific environment and sustainability implications arising from this report.

9 Background Documents

9.1

North East Strategic Economic Plan – More and Better Jobs

10 Links to Plans in the Policy Framework

10.1 This report links to the Strategic Economic Plan and other plans in the Policy Framework.

11 Appendices

11.1 None.

12 Contact Officers

12.1 Beverley Poulter, beverley-poulter@sunderland.gov.uk, 0191 561 1112

13 Sign off

- Head of Paid Service

✓

North East Combined Authority

Economic Development and Regeneration Advisory Board

- Monitoring Officer ✓

- Chief Finance Officer ✓

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Economic Development and Regeneration Advisory Board

DATE: 1 October 2015

SUBJECT: Development of NECA Investment Gateway Function and Sector Propositions

REPORT OF: Economic Development and Regeneration Thematic Lead

EXECUTIVE SUMMARY

The purpose of this report is to provide an update on progress made to establish the enhanced regional Inward Investment Gateway function and the development of a series of sector-based propositions, to be used to attract inward investment into the NECA area.

RECOMMENDATIONS

It is recommended that the Advisory Board receives the update for information and provides views on the development of the Inward Investment function.

North East Combined Authority

Economic Development and Regeneration Advisory Board

1 Executive Summary

- 1.1 The purpose of this report is to provide an update on progress made to establish the enhanced regional Inward Investment Gateway function and the development of a series of sector-based propositions, to be used to attract inward investment into the NECA area.

It is recommended that the Advisory Board receives the update for information and provides views on the development of the Inward Investment function.

2.0 Background

- 2.1 The Advisory Board has previously received a paper (7 July 2015) outlining the proposals to develop the regional Inward Investment function. The NECA and the North East Local Enterprise Partnership (NELEP), have collectively created an inward investment capability, branded *Invest North East England*. This provides strategic capacity and coordination for inward investment enquiry handling and relationship building. An Invest North East England Investment Gateway Manager has been appointed to provide a focused resource to work with partners to coordinate, develop and implement this work.
- 2.2 The Inward Investment function aims to increase the levels of investment flowing into the NE region from both foreign owned and UK owned companies. This will help support the strategic goal of 'creating more and better jobs' in the NECA/NELEP area.
- 2.3 The service operates a 'hub and spoke' model with the NECA Inward Investment function acting as a cohesive coordinating function, which relies on the support of the economic development teams of the NECA constituent authorities. It also relies on support from other partners including the NELEP, the universities, the private sector and various business support organisations.
- 2.4 The NECA and NELEP have now identified a budget to assemble a small team to run the Inward Investment function led by the Investment Gateway Manager. So far, the service has been purely reactive, coordinating regional responses to enquiries received from UKTI, NELEP, and direct to NECA through its website, www.investnortheastengland.co.uk.
- 2.5 Once the enhanced team is established, it is anticipated that the service will grow into a more comprehensive and pro-active operation which will add value to the constituent authorities' activities aimed at attracting new investment to the North East.

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3.0 Proposals

3.1 The two main elements of this update relate to the development of a series of sector based propositions and the establishment of the small team to run the service.

3.2 *Development of sector-based propositions*

In the first half of 2015, work was undertaken by the NECA, led by Dr Piers Willson who was on secondment from UKTI, focussing on what sector based strategy the NECA should adopt to attract inward investment to the region.

3.3 Following analysis of the North East's Foreign Direct Investment (FDI) track record, market trends, customer preferences and product strength, the report *Bringing More Investment to North East England*, set out recommendations as to the sectors and sub-sectors most likely to provide opportunities for FDI for the North East. It also pointed to niche opportunities within those sectors which are likely to offer some opportunities. It makes recommendations as to which strengths should be prioritised within propositions and suggests what work needs to be done to create compelling messages (e.g. benchmarking, showcasing of the North East cluster, case studies etc.).

3.4 The key sectors that were identified in the report, where it is perceived the North East has particular strengths, are (in no particular order):

- Software/IT
- Creative (Gaming and Virtual Reality)
- Space and Satellite Applications
- Financial, Professional and Business Services (specific elements of this broad sector)
- High Value Engineering with specific niches in:
 - Automotive
 - Rail
- Life Sciences
- Oil and Gas
- Offshore Wind

3.5 In August 2015, the NECA went out to the market to appoint consultants to develop a suite of sector propositions based on the sectors outlined above. These will be used both reactively and proactively to promote the sector strengths of North East England and to increase the amount of inward investment flowing into the area. These will be drawn upon to enable the NECA Inward Investment service to respond to investment enquiries and to work proactively, developing client specific value propositions.

3.6 Following a competitive tender process, a partnership proposal submitted by fDi Intelligence (specialist division of Financial Times Ltd) and WAVTEQ Limited was selected and the consultant team appointed. The consultants are due to deliver their final sector propositions by 4 December 2015.

3.7 Each sector proposition will take the form of a 'compendium proposition' (a

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report plus data sets, case studies etc. required to back up the proposition). One element of each proposition will be a market-facing, executive summary which draws attention to key selling messages backed up by the critical facts and statistics. These will be used in the development of marketing collateral, the production of which will be procured in a separate contract.

3.8 The scope of the contract, which provides more detail on the make-up of the sector propositions, is attached at Appendix 1.

3.9 ***Invest North East England Team***

There are three posts identified to make up this team:

- Invest North East England Director (the re-named Investment Gateway Manager post)
- Inward Investment Project Executive
- Business Support Executive

3.10 All three posts have job descriptions and person specifications agreed. The job descriptions have been through job evaluation and will go out to advert as soon as the NECA's Terms and Conditions (of Employment) have been agreed. It is hoped the team will be appointed by the end of the year to coincide with the completion of the sector propositions contract.

4.0 **Next Steps**

4.1 In addition to 'business as usual' (i.e. responding to inward investment enquiries; developing relationships with key partners; attending events such as MIPIM London; hosting visits from companies and UKTI etc.), by the end of December 2015 it is planned that the following will be in place:

- Full team recruited and operational;
- Full suite of sector propositions completed;
- Inward Investment Service Business Plan complete;
- A contract to produce the sector marketing collateral will have been awarded and work underway.

5 **Potential Impact on Objectives**

5.1 The report sets out a proposal that will support the NECA in meeting its objectives.

6 **Finance and Other Resources**

6.1 A budget of £360,000 has been allocated for 2015/16 to support the enhancement of the Investment Gateway Team and operational costs once established, as well as the development of the sector propositions and

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marketing collateral. Current expenditure is well within budget, with the cost of the posts being in line with original estimates (circa £165,000 including on costs).

7 Legal

7.1 There are no specific legal implications arising from this report.

8 Other Considerations

8.1 Consultation/Community Engagement

There are no issues arising from this report for consultation.

8.2 Human Rights

There are no specific human rights implications arising from this report.

8.3 Equalities and Diversity

There are no specific equalities and diversity implications arising from this report.

8.4 Risk Management

There are no specific risk implications arising from this report.

8.5 Crime and Disorder

There are no specific crime and disorder implications arising from this report.

8.6 Environment and Sustainability

There are no specific environment and sustainability implications arising from this report.

9 Background Documents

9.1 North East Strategic Economic Plan – More and Better Jobs

10 Links to Plans in the Policy Framework

10.1 This report links to the Strategic Economic Plan and other plans in the Policy Framework.

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11 Appendices

- 11.1 Appendix 1 - Proposals for the development of a series of sector-based propositions to be used to attract inward investment into the North East Combined Authority Area - Description and Scope of Contract

12 Contact Officers

- 12.1 Guy Currey, Investment Gateway Manager, North East Combined Authority
guy.currey@investnortheastengland.co.uk, 07825 430315

13 Sign off

- Head of Paid Service ✓
- Monitoring Officer ✓
- Chief Finance Officer ✓

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Appendix 1

Proposals for the development of a series of sector-based propositions to be used to attract inward investment into the North East Combined Authority Area - Description and Scope of Contract

The appointed consultant will be required to develop a series of sector-based propositions on the key sectors (and niche opportunity sectors within) which provide the data and intelligence to support the NECA area to secure future inward investment (both FDI and UK-owned mobile investment).

Each sector proposition will take the form of a compendium proposition (a report plus data sets, case studies etc. required to back up the proposition). For each sector/sub sector, this would include as a minimum:

- The identification of the key sector and sub-sectors or business activities to target – the key market opportunities developed around clearly defined competitive advantage. These will be fact based and clearly articulate the benefits to businesses in target sectors.
- Provision of hard data / data sets relevant to the key sectors. This will be used to back up the assertions being made in the propositions. These data sets should come from sources that are easily and cost effectively updateable to aid revisions of the propositions by NECA in the future. Where more specialist/expensive data sets are to be used, these must be clearly identified and appropriate licences acquired. Examples of key data as a minimum should include data on skills, business base and structure. Additional areas such as: staff retention rates/churn; cost and accessibility; population statistics, etc could be provided depending upon the sector.
- A review of primary cost and quality factors.
- Details on general infrastructure, research assets, centres of excellence etc. which make up some of the key differentiators of the NECA offer.
- Details on the key businesses in the target sectors which are already in the area, with explanations of how these contribute to the strength of that sector and to the NE economy.
- Benchmarking to help to crystallise the locational differentiation points against key competitor areas in the UK, and abroad.
- Case studies to provide examples of inward investment successes, reasons for the company's locational choice and business benefits.
- The key messages that should be used to attract investment from key markets.
- A market facing executive summary which draws attention to key selling messages backed up by the critical facts and statistics. These will be used in the development of marketing collateral (the production of this collateral will be procured in a separate contract).

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- A brief synopsis of the recommended route to market for each sector.

Further considerations

The appointed consultant will be required to quickly become aware of existing (relevant and current) information, and the work undertaken to date by NECA and its partners, so that the consultant will be adding real value to the body of knowledge and perceived strengths as summarised in Appendices 1 and 2 *[sent out with the quotation pack]*. It may well be that consultant's view the level of information that is already available on certain sectors is almost sufficient to enable them to develop the sector proposition. In other sectors, far more work may be required to develop the proposition.

It will be important that the appointed consultant will challenge and critique the work carried out to date, as well as the conclusions as to the perceived sector strengths in the NECA area based on this work. It may well be the case that the partners have missed some important emerging market opportunities, or have overstated the strength of a particular sub-sector which will need to be reflected in the proposition work or have missed opportunities to explore different business activities e.g. R&D, production, back office, logistics.

The appointed consultant will work closely with officers from the local authorities, NECA and the NELEP to ensure that their skills and knowledge are levered into this work. In addition, some of the key stakeholders who may need to be engaged in any discussions are attached in Appendix 2 *[sent out with the quotation pack]*.

The appointed consultant must detail the data sources utilised, and where travel to work time methodology is used, provide the intelligence to support this, as the NECA team will review and update the propositions in future.

The propositions must be provided in a format that will allow them to be used across multiple platforms e.g. PowerPoint, Word documents, pdf's etc.

The scope of this contract does not include the production of develop marketing collateral.