

# INVITATION TO TENDER

## GROWTH PLATFORM LIVERPOOL CITY REGION – CUSTOMER VALUE PROPOSITIONS

Date Issued – 26 July 2021

### 1. Introduction

In January 2021, the Liverpool City Region's Combined Authority (LCRCA) agreed a new Inward Investment Marketing strategy to support the Mayoral priority to establish a single front door for investment into the region backed by a high-quality account management service. Through a commissioning arrangement to March 2023, Growth Platform will co-ordinate this activity by working in collaboration with the region's local authority investment teams, DIT and commercial stakeholders to generate investment leads, manage the resulting enquiries and provide aftercare/key account management.

Liverpool City Region is competing for investment with many other regions across the UK and overseas. From an investment perspective, it is those regions that understand and can satisfy the needs/wants of the companies it is seeking to attract that enable competitive advantage.

We are seeking a company to develop and deliver Customer Value Propositions (CVP) for three of our key sectors, business & professional services, port & logistics and clean growth. Working with industry experts to identify the core strengths of these sectors aligned with the assets in each Local Authority in the Liverpool City Region to establish a clear, evidenced set of CVPs, with distinct competitive advantages and compelling business cases to attract investment. These will form the core of the investment approach supported by a powerful evidence base.

The successful company will undertake research and interview key stakeholders to define the unique assets, capabilities and expertise that exists in each sector to produce key messages/themes and gather proof points to validate the findings. These findings will be used to promote the investment opportunities in the City Region to national and international investors.

The company must demonstrate how they would approach developing the CVPs to attract inward investment and have an understanding of the sectors we are looking to develop propositions for.

### 2. Growth Platform

The inward investment service will be delivered through Growth Platform, the Liverpool City Region's Growth Company which has been established by the Liverpool City Region Local Enterprise Partnership (LEP) and the Combined Authority (CA) to deliver the City Region's business growth and investment priorities, working in partnership with business, the constituent Local Authorities, Universities, Colleges and third sector partners.

In July 2020, a new investment team was established within the Growth Platform with the purpose of positioning Liverpool City Region (LCR) for inward investment growth, as part of the emerging Place Making strategy. The team combines inward specialist marketing, account management and sector expertise to provide an integrated approach to proactive lead generation and enquiry handling. Working in conjunction with the region's Inward Investment Board, it is tasked with raising the City Region's share of FDI to 2% and generating 400 qualified marketing/sales leads per annum from domestic and FDI markets.

### 3. Current Position

The City Region has attracted c.£1.4bn inward investment over the last 5 years, the majority being across the key sectors of manufacturing, health & life sciences and digital. The City Region also has recognised strengths in logistics, maritime and port access, professional services, and low carbon/renewable energy.

As identified by the City Region's Internationalisation Strategy, attracting inward investment has been due in no small part to the strength of the City Region's major prime industries in creating supply chain opportunities, as well as its proximity to customers and export markets through the Port of Liverpool.

The region's strong network of scientific research and the City Region's Higher Education Institutions (HEI's) also attracted businesses who see innovation and specialisation as key to driving their competitive advantage. The ongoing collaborations between these assets and industry are evidence of how such partnerships are creating commercial opportunities through knowledge transfer and the infrastructure to enable growth – Sci-Tech Daresbury and the Knowledge Quarter are cases in point.

The strength of Liverpool as an international city, as well as the diversity and affordability of the City Region as a place to live and spend leisure time, also makes a considerable contribution to the area's overall investment proposition and quality of life. This is further enhanced by the pull of the region's universities and access to graduates, its position within the Northern Powerhouse and connectivity to other national/international cities and regions. The skills base is highly specialised in areas such as health & life Sciences, digital innovation and advanced manufacturing where the combined value of foreign direct investment into the City Region over the last 5 years has exceeded £200m.

Against this backdrop however, the City Region only secures 1.5% of all UK FDI projects equating to an average of almost 10 projects per annum. While the City Region's Internationalisation Strategy identifies that attracting this level of FDI projects is comparable with the UK's other core cities when assessed as a share of its GVA/economic output, it is significantly below that of Greater Manchester who are averaging circa 30% - 35% more FDI projects above the national trend.

### 4. Opportunities for Growth

The uncertainties resulting from the COVID-19 global pandemic and the UK's new trading arrangements post Brexit will have significant impact on the global investment climate. This can, however, bring opportunity, and through greater emphasis being placed on trade, medical research, materials innovation and digitisation in decision making, the region can capitalise on its recognised sector strengths. Most notably around health & life sciences, advanced manufacturing, its digital and tech clusters, as well as the opportunities resulting from the region's designated FreePort location.

Working on the premise that these areas are the most likely to drive overseas and domestic investment, the region's supporting sector ecosystem (**finance/professional services, logistics/storage and energy etc**) provides the critical mass of advantages and opportunity, which can capture the interest of influencers and multipliers. Similarly, many of the region's global primes operate within the identified growth sectors (Astra Zeneca, Unilever, NSG Group - Pilkington etc) and will continue to offer existing or new supply chain opportunities as they adapt to these new conditions.

The implications are that greater investment from smaller projects (linked to larger enterprise) and national/international SMEs may be the most realistic short to medium term target. They are likely to be seeking alignment with local primes as well as improved access to local markets/customers as the international trading environment becomes more complicated (and uncertain). They will also be influenced by the cost efficiencies of operating in the North over other parts of the UK, which, along with access to world leading R&D capability, capital investment within the region, skilled labour and premises create a compelling proposition.

## 5. LCR Inward investment Marketing Strategy

The City Region's Inward Investment Marketing Strategy is being delivered across 5 priority areas and combined market analysis, customer relationship processes and proposition development. The resulting outcomes will be greater awareness of the City Region, and an extended pipeline of qualified opportunities for the investment services teams in the Growth Platform and Local Authorities to convert.

The 5 priority areas are as follows:

- Priority 1: Competitive Value Propositions** – Working with industry expertise to identify the core strengths of the region's business sectors aligned with the assets in each LA area to establish a clear, evidenced set of Competitive Value Propositions, with distinct competitive advantages and compelling business cases to attract investment. These will form the core of the investment approach supported by a powerful evidence base.
- Priority 2: Delivering Sector Specific Campaigns** – Capitalising on the City Region's sector strengths by delivering inbound and outbound marketing activity that are effective in building leads and nurturing investment enquiries through to conversion.
- Priority 3: Always On** – Maintaining 'year-round' visibility of the investment opportunities by developing content marketing, PR and the quality of sales materials to ensure the City Region is front of mind with its target markets.
- Priority 4: Being brand led** – Aligning investment marketing with the City Region's brand narrative and building the profile of Invest Liverpool with 'far' domestic and international markets.
- Priority 5: Developing Strategic Marketing Partnerships** – Building relationships with partners and intermediaries at local, regional and national level to amplify the City Region's investment proposition, extend the reach of investment marketing and increase content.

The strategy will be supplemented by a programme of research and intelligence designed to build insight into key investment markets, performance analytics and targeted lead generation. Importantly, the approach is intended to enhance the relationships with the Investment Services Teams (Growth Platform and Local Authority partners) to continue with a co-ordinated and centralised approach to account management and enquiry handling.

The marketing strategy is available upon request.

## 6. Liverpool City Region Internationalisation Strategy

Whilst chemicals and automotive investment generated the majority of FDI in recent years, it rarely exceeds more than 2% of the UK's total FDI projects, with the Pharma sector recorded in the top 5 sectors. Key growth markets were identified as:

- Transatlantic: continues to generate the largest number of investment and research projects. The Port of Liverpool provides excellent connectivity for supply-chain solutions in light of Brexit and new trade deals and the Government's announcement of Freeports.
- Germany: Represents the 2<sup>nd</sup> strongest origin for investment and is the City Regions second largest trading partner.
- Ireland: Liverpool's proximity to Ireland, connectivity with the Port of Liverpool (containers and RoRo) alongside the community linkages provides strong market opportunities.

## 7. LCR Brand Narrative

'[Here for Good](#)' has been accepted as the unifying idea for the Liverpool City Region's brand narrative and uses eight themes to reflect the region's individual strengths/characteristics. In support of this, a brand framework has been developed for business and investment which is aligned with the LCR Covid -19 Recovery Plan using 8 themes. The themes are based on the City Region's identified strengths (Globally Connected, Knowledge and Expertise, Green Powered, Talent etc) backed by individual proof points/case studies.

The outworking of the brand strategy is being delivered through an open access repository hosted on the Invest Liverpool website, allowing stakeholders to access and provide content for investment marketing. The strategy and framework have been delivered through a private sector led steering group. It is anticipated that the creative development of the brand and application will be progressed over the next 6 months.

The Brand narrative can be found on the Invest Liverpool website and sets out a narrative framework, a set of values and key messages that define the narrative, a summary evidence base and stories to support the values and bring the narrative to life.

The ultimate audiences for the material and messages are multiple – they include investors, businesses, foreign owned companies, SMEs, the third sector, partners, influencers, students, academics, visitors and residents. The marketing and communications strategy for inward investment will be at the centre of brand activation such is the relationship between the perception of places and those businesses we are targeting to invest. This will involve four main areas of activity aimed at engaging stakeholders and building advocacy. They are:

- Brand building and application through adoption within planned inward investment marketing activity and Invest Liverpool channels.
- Generating brand led content.
- Increasing stakeholder access to brand messaging and content
- The creative development of the brand's visual identity.

Based on its global reach, Liverpool will be used as the main attract brand for the City Region when considering 'far' domestic and international investment markets.

The brand guidelines can be [found here](#).

## 8. Your Brief

We are seeking a company to develop and deliver Customer Value Propositions (CVP) for three of our key sectors, business & professional services, port & logistics and clean growth. We have appended the short form CVP to this brief to provide an overview of the sectors and the strengths we believe are import for attracting investment. In developing them into detailed CVP's that can be used to inform our inward investment marketing, content and project proposals, further work is required to:

- Identify the strengths of these sectors and refining core proposition.
- Identify the region's wider strengths (place, economy, location, R&D, talent/skills etc) that are relevant to the sector proposition and its competitiveness.
- Benchmark the proposition against other regions to evidence competitive advantage.
- Establish the underlying messages that will be used to articulate these combined strengths and create a compelling narrative for attracting inward investment into the Liverpool City Region.
- Identify the associated proof points that evidence the promise.

The CVPs will be used to provide the creative inspiration for inward investment marketing campaign/comms activity, content generation (owned and partner channels) and sales enabling materials. As such, development should work in parallel with the City Region's wider brand narrative both in terms of positioning and aligning the associated place/lifestyle benefits with sector-based marketing.

It is important to note that as part of the development process, wider analysis of the cross-cutting themes that will also influence investment decision making will be required. They are likely to include:

- Access to capital
- Access to incubators and accelerators & scale up space
- Access to specialist facilities
- Business support – start up, scale up and business growth
- Market access
- Access to talent – senior executives to general workforce recruitment

To achieve this, the successful company will undertake research and interview key stakeholders to define the unique assets, capabilities and expertise that exists in each sector to produce key messages/themes and validate their findings. You will carry out market testing of the findings for each sector with industry experts to ensure that the competitive advantages and themes resonate and are on message. The propositions will also need to align with brand guidelines and its tone of voice.

## 9. Timeline & Milestones

Project procurement, award and initiation will need to be progressed within an acute timeframe. In order to provide bidders with key milestones, the timeline below indicates the response time and proposed timescales for the award, please note these dates are subject to change:

Project specification issued	26 <sup>th</sup> July 2021
Project Questions Deadline	2 <sup>nd</sup> August 2021
Project Responses	4 <sup>th</sup> August 2021
Submission Deadline	11 <sup>th</sup> August 2021
Clarification Interviews (if required)	13 <sup>th</sup> August 2021
Appointment Decision	25 <sup>th</sup> August 2021
Contract Commencement	26 <sup>h</sup> August 2021
Contract Completion	15 <sup>th</sup> October 2021

## 10. Supplier questions

Any questions should be directed to [sylvia.pollock@growthplatform.org](mailto:sylvia.pollock@growthplatform.org), on or before the 'Questions Deadline' date stated in the above timeline.

All questions and answers will be made anonymous and disseminated to all potential suppliers on Growth Platforms [tender page](#). It will be the responsibility of the potential supplier to monitor the site for latest activity.

## 11. Format & Content of Submission

The company must demonstrate the ability and capacity to deliver the brief.

Companies/applicants expressing an interest in this opportunity should provide:

- A submissions in MS Word or PDF formats and not exceed 6 sides of A4.

Further details of evaluation criteria are found in section 12 which will be the framework of your submission.

**COMPLETED TENDERS SHOULD BE SUBMITTED BY EMAIL TO [sylvia.pollock@growthplatform.org](mailto:sylvia.pollock@growthplatform.org) BY 5pm on WEDNESDAY 11<sup>TH</sup> AUGUST 2021.**

The deadline for any queries prior to submission is Monday 2<sup>nd</sup> August 2021 and these should also be sent by email to [sylvia.pollock@growthplatform.org](mailto:sylvia.pollock@growthplatform.org)

## 12. Evaluation

When awarding this contract Growth Platform on behalf of the LCR LEP reserves the right not to accept the lowest price tender, but the most economically advantageous tender taking into consideration the award criteria below.

Submission will need to score at least 65 to be eligible. In the event that all submissions score under 65, Growth Platform reserves the right to re-advertise the opportunities.

### Evaluation Criteria

Proposals / Quotations will be assessed and scored on the following criteria:

<b>Quality 65% made up of;</b>		<b>Weightings</b>
1.	Please include an outline implementation plan that defines roles and responsibilities (with associated resource requirements), covering all aspects of the proposed outline of approach in response to this brief – It is expected that submissions will set out how the requirements will be met, in terms of providing the desired outputs on time and on budget and what methodology you will adopt to deliver the brief.	35%
2.	Provide information on monitoring of the contract and how you will ensure our required outcomes are met. How will you keep the Growth Platform team up to date with progress? How will you address any failure to generate results? How will you deliver final evaluation of the project to provide an overview of outputs achieved.	15%
3.	Detail the resources and your technical ability to carry out the service. Provide information on the workforce to be employed for performance of the service level of resources to be used. This should include providing any details of ability you bring to the project in terms of developing CVP's and turning into themes/messages? This should include how you would approach the delivery of projects of this nature.	15%
4.	<b>Price</b> Breakdown costs <ul style="list-style-type: none"> <li>For the development of the CVP for each of the sectors outlined</li> </ul> Other overheads	35%

The scoring mechanism for scored questions will be detailed as follows unless stated otherwise.

<b>Score</b>	<b>Meaning</b>
0	Unacceptable response. Requirement level is not met. Many important issues are completely un-addressed or response wholly inadequate or inappropriate. Concerns are serious and risk levels unacceptable for many areas.
2	Poor response. Requirement levels are adequate for only some important issues. Some important issues are largely incomplete. Concerns are serious and risk levels unacceptable for some areas.



Score	Meaning
4	Adequate response. Requirement level is partially met. Overall the proposals are satisfactory, but some issues are weak. Risk levels apply but Bidder has demonstrated understanding of how they will meet all minimum requirements.
6	Good response. Requirement level is partially met, competence is demonstrated in all areas but there is scope for more detail and more depth in some areas.
8	Very good response. Requirement level is met with only a few minor weaknesses or queries. Competent bid demonstrating overall understanding of requirements and experience in all areas.
10	Excellent response. Requirement level fully met. All key issues addressed. Range of examples of good practice, experience, understanding of requirements.

Price will be scored based on the following formula.

Lowest price submitted [divided by] your bid price [multiplied by] by 35%

### 13 Terms & Conditions

The Liverpool City Region Growth Platform standard legal terms and conditions will be used to govern procurement and contract management. These arrangements will be confirmed on completion of the tender process. Please note that Growth Platform does not negotiate these standard terms as they are considered to be fair and reasonable.

### 14 Conditions of Tender

- Please be aware that due to the relatively low indicative budget for this work (i.e. less than the current OJEU limits) there is no regulatory obligation for us to provide feedback if you are unsuccessful.
- We reserve the right to discontinue this tender process at any time and not award a contract.
- You will not be entitled to claim from us any costs or expenses which you may incur in preparing and/or submitting your Tender at any stage of this exercises. This applies whether or not your organisation is successful.

### 15 Budget

Based on external support for the delivery CVPs a maximum of £30,000 (inclusive of VAT) has been allocated for the project.

This project is part funded by the European Regional Development Fund:

The Liverpool City Region Place Marketing for Investment project is receiving up to £1.9million of funding from the England European Regional Development Fund as part of the European Structural and Investment Funds Growth Programme 2014-2020. The Ministry of Housing, Communities and Local Government is the Managing Authority for European Regional Development Fund. Established by the European Union, the European Regional Development Fund helps local areas stimulate their economic development by investing in projects which will support innovation, businesses, create jobs and local community regenerations. For more information visit <https://www.gov.uk/european-growth-funding>.

## **16 Clarification Interviews**

If it is felt that submissions require clarification, tenderers will be invited to a clarification interview. The representatives who attend should be the people who will be working on this contract. Suppliers will be sent an invitation with an allocated slot before the interview date in the timetable above.



## Appendix A – Short Form CVP's

Financial & Professional Business Services			
Sector Characteristics	Needs/Wants/Requirements	LCR Strengths include	Summary Proposition (examples)
<p>Broad spectrum of services delivered by skilled professionals very often in an advisory capacity.</p> <p>The sector includes banking, financial services, insurance, accounting, legal services, architecture, marketing, advertising, back office support and employment/ recruitment agencies.</p> <p>There is a lot of growth in fintech, proptech, lawtech, insurtech etc as innovators look to increase efficiency and disrupt traditional, often dated models.</p> <p>They provide an essential enabling role in any region's business ecosystem by facilitating transactions, access to professional/expert advice, managing risk, investment and the provision of capital funds to support business growth/scale up etc.</p> <p>The sector is dependent on back office and technology operations to facilitate the smooth running of its services. Front office services are client facing and made up of traders, brokers, asset managers, sales and structuring professionals. Middle office operations comprise risk management, research and compliance.</p> <p>Roles are often highly specialised, alongside a more generic transferable skillset required for client facing roles.</p>	<p>Businesses operating in this sector are dependent on a combination of:</p> <ul style="list-style-type: none"> <li>• A thriving client base</li> <li>• Emerging talent - especially IT skills</li> <li>• Proactive collaboration between universities and private sector for skills, research and innovation</li> <li>• A highly skilled labour force</li> <li>• Cost competitive work force</li> <li>• Grade A office accommodation</li> <li>• The appropriate support (funding and programmes) they need to drive forward.</li> <li>• Established peer to peer networks and sectoral clusters</li> <li>• World class digital connectivity</li> <li>• Excellent regional, national and international connectivity is essential to maintain a flexible model</li> <li>• Stable and open leadership with clear priorities</li> <li>• Access to local policy making processes to influence and drive change.</li> </ul> <p>The sector is reactive to emerging markets and will locate in regions where the wider business base is strong/developing and will underpin the long term demands for PBS products and services.</p>	<ul style="list-style-type: none"> <li>• National reputation as a place to do business (Liverpool ranked within Top 20/The Sunday Times - Best Place for Business 2020.</li> <li>• Data analytics and AI centre of excellence around the Hartree Centre and IBM Research.</li> <li>• Local Economic Growth - Above the national average of 3.5%; at 5%.</li> <li>• Sector Specific Characteristics - 12,000 businesses employing 93,000 people contributing 14.4% of all jobs in LCR &amp; £4.3m GVA, full complement of PBS services. Growing E-commerce sector</li> <li>• Access to customers – Large SME base (without in-house PBS capability); thriving business eco system – HLS, Ad Man, Clean Growth, Tech/ Digital; LCR population 1.5 m. LCR operates in a wider economic geography stretching to Lancs, IOM and North Wales.</li> <li>• Local Growth Drivers – Interventions (CA) to strengthen the business ecosystem through access to PBS - investment, peer networks and specialised guidance and support to enable recovery/growth.</li> <li>• Local PBS advisor networks &amp; and business services.</li> <li>• A mix of head quartered firms, regional offices of global firms and SMEs – Armour, Rathbones, Investec etc.</li> <li>• Strong Cluster of PBS Companies - Santander; Barclays; Lloyds, Nat West;</li> </ul>	<p>Growing markets:</p> <ul style="list-style-type: none"> <li>• A growing sector in one of the fastest growing City Regions</li> <li>• Thriving clusters/ growth sectors which need support – HLS, Ad Man, Clean Growth, Tech/ Digital</li> <li>• Clear investment priorities from strong local leadership which provides opportunities for the PBS sector</li> <li>• Localised sector support programmes and funding – comprehensive business ecosystem</li> <li>• Growing opportunities to capitalise on emerging markets resulting from Brexit, Northshoring etc.</li> <li>• Internationalisation strategy and one voice branding</li> </ul> <p>Connectivity:</p> <ul style="list-style-type: none"> <li>• Centre of excellence around data analytics &amp; AI with the Hartree Centre and IBM Research.</li> <li>• Excellent digital connectivity</li> <li>• Collaborative and connected PBS sector with established University links</li> <li>• Central UK location for hub and spoke model</li> <li>• High performing local rail connectivity and fast access to national and regional commercial centres – Manchester and other northern cities.</li> <li>• International airports and port</li> </ul>



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<p>The sector is diversifying in how they access talent with more firms recruiting straight from school.</p> <p>The sector is facilitated through networking and referrals; and trades heavily on reputation and personal relationships.</p>		<p>Deutsche Bank, BNY Mellon, Royal Sun Alliance, Griffiths &amp; Armour, Rathbones; Tilney; Pershing, Quilter Cheviot, Investec, TATA Consultancy Services, Capita, Bosch, TCC, EY, Grant Thornton, KMPG, DSG, Arup, Brabners, DLA Piper, Hill Dickinson, Weightmans.</p> <ul style="list-style-type: none"> <li>• Legacy markets – Established wealth management markets resulting from global port connectivity.</li> <li>• Reputational - UK Govt Financial Centre of Excellence &amp; Global reputation for wealth management</li> <li>• Connectivity - Port and two international airports within 1-hour, hourly direct train service to London in 2hrs 10 mins</li> <li>• Facilities - Expansion of City region wide business facilities for PBS and co-working spaces, Central Business District etc.</li> <li>• Access to talent - Strongest Town &amp; Gown Partnership in UK between sector and Universities, 20,000 students on PBS related courses.</li> <li>• Emerging Markets - Northshoring Centre for Business and Professional Services through expansion, relocation &amp; outsourcing, enhanced support and finance for scale up business</li> </ul>	<p>Talent pipeline:</p> <ul style="list-style-type: none"> <li>• Competitive labour markets with upskilling support available</li> <li>• Rich supply of talent through universities and access to research and innovation collaboration opportunities</li> <li>• Large travel to work area</li> <li>• Wide ranging capability and expertise in back, middle and front office solutions through strong collaboration with industry and HEIs.</li> <li>• Access to commuter workforce – 1.5m in the city region and over 7m(?) within a 1-hour travel time.</li> </ul> <p>Quality of life:</p> <ul style="list-style-type: none"> <li>• Rich in culture and leisure, quality of life, education system, health care etc</li> <li>• Grade A office space in the historic commercial centre of Liverpool.</li> </ul> <p>Global reputation:</p> <ul style="list-style-type: none"> <li>• Reputation as UK and Global Centre for finance and commerce.</li> <li>• 5<sup>th</sup> most visited UK city</li> <li>• Iconic UNESCO waterfront</li> </ul>
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Port & Logistics			
Sector Characteristics	Needs/Wants/Requirements	LCR Strengths include	Summary Proposition (examples)
<p>Businesses associated with the storage and distribution of parts and finished goods to domestic and international markets. These include the logistical services that facilitate the end to end transportation of goods/services and the industries that provide the links in that process - road haulage companies, shipping companies, air freight, rail, port/terminal operators and storage companies etc.</p> <p>The sector also includes commercial passenger transport (particularly air and sea) and comprises global companies such as ACL, Bibby Line, Seatruck and SMEs operating in areas such as Denholm Logistics and Mersey Forwarding.</p> <p>The sector is driven by the supply chains of those industries it serves and is mainly focussed in the distribution of manufactured, retail and food goods as well as biomass and oil products. As a result, the sector clusters in and has more predominance in those regions where logistics assets are integrated and have critical mass. This includes having good connectivity to consumer markets (road, rail, air and sea etc) and the associated facilities for processing and storage.</p> <p>With the onset of Brexit, regions that can facilitate the free movement of goods (export/import) will be at a significant advantage.</p>	<p>Connections in to multi modal freight facilities that can reach global markets in a cost effective and cost-efficient way. This includes direct access to the national motorway and rail networks to service/reach markets and distribution hubs across the UK with same day delivery.</p> <p>Access to supply chain of retail and manufacturing Prime industries.</p> <p>Clustering and integration of logistical assets/facilities – road/rail freight /port handling/maritime/ air freight etc. Supported by high quality storage/land &amp; premises, backed by a regulatory/permitting environment and business/support services and amenities.</p> <p>The availability of a large, skilled and highly competitive workforce supported by employer led training and specialist academies to ensure future employment growth can be met.</p> <p>Innovation in terms of reducing energy intensive transportation and the digitisation of processes as well as the decarbonisation of entire supply chains.</p>	<ul style="list-style-type: none"> <li>Integrated Facilities/Clusters – Port of Liverpool, Manchester Ship Canal, Liverpool 2 Deep Water Container Facilities, LJLA, Mersey Gateway Bridge, Stobart Rail Terminal, motorway network, Knowsley Industrial Park, Parkside</li> <li>Sector eco system - Peel Ports, Bibby Group, Cammell Laird, ACL, Maersk; MSC, CMA CGM, Stena Line, Unipart, ABP, NS Shipping, Transglobal Express, Stobart Group, Abbey Group, Potter Logistics</li> <li>Location - The City Region's central position allows ready access to large centres of population – 35 million people live within 150 miles.</li> <li>Supply Chain Opportunities - QVC, TJ Morris, Matalan, Amazon, B&amp;M, Jaguar Land Rover and the closest port to over 50% of UK manufacturing sector.</li> <li>Sites &amp; Premises - Assembly &amp; Development of Large Logistics Parks</li> <li>Opportunities - Global Logistics Hub for Northern UK and Ireland, UK Centre for Late Configuration Manufacturing, Global Cruise Liner Destination, US Trade Deal</li> <li>Innovation - Centre for Port Related Food/Processing Business, Maritime Knowledge Hub. Access to data analytics and AI centre of excellence at Sci-Tech Daresbury with Hartree Centre and IBM Research.</li> <li>Proximity to key markets - 35m people closer to Liverpool than Southern Ports</li> </ul>	<ul style="list-style-type: none"> <li>Growing reputation as a substantial and effective logistics cluster with a wealth of assets and capabilities focused around the Port of Liverpool, northern UK's largest port.</li> <li>The City Region's central position allows ready access to large centres of population – 35 million people live within 150 miles. Excellent connections to the national motorway and rail network enable logistics operators to service both Scotland and the south of England with same day delivery</li> <li>£1 billion investment opening up opportunities in highly lucrative markets for Atlantic facing ports creating the most effective and cost-efficient environment for freight cargo logistics and passenger transit in the UK.</li> <li>Access to a good supply of high quality and readily accessible sites, sufficient to meet occupiers' demands arising from planned investment over the next 5 years.</li> <li>Free Port benefits post Brexit to key markets including the US.</li> <li>Enabling access to talent and innovation that will drive cost efficiencies through digitisation and reducing energy costs. Especially with data analytics and AI centre of excellence at Sci-Tech Daresbury with Hartree Centre &amp; IBM Research.</li> </ul>



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		<p>and the largest Atlantic facing port in the UK, the most Central Port in the UK</p> <ul style="list-style-type: none"> <li>• Sector value - £1bn GVA contribution per annum and 20,000 employees.</li> <li>• Talent - Liverpool John Moores University, Northern Logistics Academy, Port Academy</li> </ul>	
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Low Carbon/Clean Growth			
Sector Characteristics	Needs/Wants/Requirements	LCR Strengths include	Summary Proposition (examples)
To Be Added	To Be Added	<p>Opportunities</p> <ul style="list-style-type: none"> <li>• UK's Renewable Energy Coast</li> <li>• Mersey Tidal Commission: Tidal Energy</li> <li>• Carbon Capture &amp; Utilisation</li> <li>• UK Hydrogen Production &amp; Development Hub</li> <li>• Global Centre for Modular Manufacture</li> </ul> <p>Key Facts</p> <ul style="list-style-type: none"> <li>• 1,500 businesses: 35,000 employees</li> <li>• £2bn GVA contribution per annum</li> <li>• £4.3bn investment in offshore wind turbines</li> <li>• Globally significant location for offshore wind</li> <li>• Growing Low Carbon supply chain</li> </ul>	<p>World Class Companies</p> <ul style="list-style-type: none"> <li>• Orsted, ABB, Cadent</li> <li>• Iberdrola, Clarke Energy</li> <li>• Cammell Laird, Peel Ports</li> <li>• Inovyn</li> <li>• Office for Nuclear Regulation</li> </ul> <p>World Class Facilities</p> <ul style="list-style-type: none"> <li>• Burbo Bank: world first use of large turbines</li> <li>• Port of Liverpool Biomass Facility</li> <li>• Europe's largest Chlor Alkali Hydrogen facility</li> <li>• National Oceanography Centre</li> <li>• Stephenson Institute for Renewable Energy</li> </ul>