



Liverpool City Region
Local Enterprise Partnership

Business Plan 2012/13



Corporate Members • Aintree Racecourse • AMION Consulting • Arena and Convention Centre Liverpool • Arriva North West Ltd • base2stay Liverpool LLP • Bibby Line Group Ltd • Brabners Chaffe Street • Britannia Adelphi Hotel • Bruntwood • C3 Imaging • Cammell Laird Shiprepairers & Shipbuilders Ltd • Capita Business Services • Carillion plc • Computer Cab (Liverpool) Ltd • Dairy Crest Limited • DLA Piper UK LLP • Downing Property Service Limited • DWF LLP • E.ON UK • Environment Agency • Ernst & Young • Gazeley • GETRAG FORD Transmissions • Grant Thornton • Grosvenor • Halton Borough Council • Highcross Strategic Advisers Limited • Hill Dickinson LLP • Hope Street Hotel • Hugh Baird College • INEOS ChlorVinyls Ltd • Interserve • Jaguar Land Rover • John West Foods Ltd • Knowsley MBC • KPMG LLP • Liverpool City Council • Liverpool Community College • Liverpool Everyman & Playhouse Theatres • Liverpool Football Club • Liverpool Hope University • Liverpool John Lennon Airport plc • Liverpool John Moores University • Mazars LLP • Merepark • Merseyrail • Merseyside Fire and Rescue Service • Merseytravel • Neptune Developments • New Mind • NGF Europe Ltd • Novartis Vaccines and Diagnostics Ltd • NSG (Pilkington) Group Ltd • Orbit Developments • Peel Land and Property • Peel Ports (MDHC) • Plus Dane Group • Potter Group Logistics • Prinovis UK Ltd • Radisson Blu Hotel Liverpool • Rathbones • Rippleffect • Royal London Asset Management • RSK Group plc • Sanguine Hospitality Management • Santander • ScottishPower plc • Sefton MBC • Shop Direct Group • St.Helens MBC • Standard Chartered plc • T J Morris • Tate Liverpool • The Liner at Liverpool • Unilever Research & Development Port Sunlight • United Biscuits (UK) Ltd • University of Liverpool • Weightmans LLP • Wirral MBC

Contents

- 04** Chairman's Introduction
- 05** What is the LEP
- 06** The City Region
- 08** A Framework for Growth
- 09** Delivery by the Company
- 10** SuperPort
- 12** Low Carbon Economy
- 13** Offshore Renewable Engineering
- 14** Advanced Manufacturing
- 16** Knowledge Economy
and Innovation
- 18** Visitor Economy
- 20** Business Growth
and Entrepreneurship
- 21** Marketing
- 22** Our Unique Role
- 23** Working Together

The Liverpool City Region Local Enterprise Partnership Executive Directors



Robert Hough
Chair
Liverpool City Region Local
Enterprise Partnership



Mark Basnett
Key Growth Sectors



Mike Palin
Strategic Economic
Development



Mike Taylor
Business Growth
and Marketing



Tony Wade
Operations



Alan Welby
Key Growth Sectors

Chairman's Introduction

The Liverpool City Region Local Enterprise Partnership (LEP) was formed in March of this year to drive the economic growth and job creation required by the City Region and with the full endorsement of Government. It is a Partnership of the public and private sector – with the Mayor of Liverpool and all five Local Authority leaders on the Board alongside a majority from the private sector.

The Partnership was taken forward by adopting the corporate vehicle and activities of The Mersey Partnership (TMP). With this transition, the LEP became the most private sector focussed LEP in England.

No other LEP possesses the private sector influence that our 450 members offer. It is with this strength that we can look to expand and grow our economy, confident that what we do continues to have the private sector at its heart.

The year ahead will therefore see the Company continue to do what it has done best for the benefit of the City Region, our members, and our economy as a whole. We will continue to deliver in our key growth areas of SuperPort, Low Carbon, the Visitor Economy and Knowledge Economy, but with a strengthened focus on

where added value can be found – such as in our Advanced Manufacturing sector where I strongly believe the City Region has a once-in-a-lifetime opportunity to grow and expand our economic potential.

To this end, this Business Plan focuses on that core delivery work of the Company but also on the new responsibilities we have as a LEP to take forward Government initiatives - as part of a Partnership to drive forward City Region growth and job creation.

This new remit is primarily to ensure that we have a City Region where all businesses can grow and where entrepreneurship has a central role. It is also to achieve strategic economic development – making sure that the work of everyone and everything that impacts on the economy is integrated to add value and better achieve our economic goals.

Those goals are quite simple – to maximise growth in output and jobs, to increase our productivity and competitiveness, to achieve a rebalancing of the economy away from public sector dependency and to stimulate greater employment and growth in the private sector.

This will make our economy more sustainable in the long term.

The LEP therefore is a true Partnership that allows us all to maximise the impact of what we do. The LEP Company cannot do it all and will, where appropriate, draw on resources from Local Authorities and other bodies to deliver our goals.

Throughout what we do, we will ensure that the voice of the private sector, and especially our members is heard.

Robert Hough
Chair
Liverpool City Region
Local Enterprise Partnership

The Liverpool City Region Local Enterprise Partnership Board Members

Joe Anderson
OBE
Mayor of Liverpool
Liverpool
City Council

Kath Boullen
Chief Executive
St Helens
Chamber

Cllr Phil Davies
Leader of the Council
Wirral Borough Council

Cllr Peter Dowd
Leader of the Council
Sefton Metropolitan
Borough Council

Richard Else
Operations Director
Jaguar Land Rover

Asif Hamid
CEO
The Contact
Company

**Jeanette
Kehoe-Perkinson**
Managing Director
Just For People

Peter Nears
Strategic
Planning Director
Peel Holdings
(Management) Ltd

**Prof Sir
Howard Newby**
Vice-Chancellor
University
of Liverpool

Cllr Rob Polhill
Leader of the Council
Halton Borough
Council

Alistair Poole
Operations
Director
NGF Europe Ltd

**Cllr Marie
Rimmer CBE**
Leader of the Council
St Helens Council

**Cllr Ronnie
Round JP**
Leader of the Council
Knowsley Council

Neil Sturme
Tax Partner
Grant Thornton
Royal Liver Building

What is the LEP

In March this year, the Liverpool City Region Local Enterprise Partnership was established. Local Enterprise Partnerships (LEPs) are partnerships between the public and private sector to drive economic growth and rebalance the economy. The Partnership is governed by a Board including all six Local Authority Leaders and significant business leaders with a private sector majority.

Local areas were enabled by Government to establish LEPs in whatever form suited their economy and circumstances. As a result, LEPs are not centrally funded but are conduits for resources to flow into local areas. The LEP Board plays a central role in determining the priorities for such initiatives as European Regional Development Funds, Growing Places Fund, Regional Growth Fund, as well as responsibilities surrounding Enterprise Zones within the City Region.

The Company

In March, at a special general meeting, the membership of The Mersey Partnership (TMP) agreed that the Company should be renamed the Liverpool City Region Local Enterprise Partnership (LEP) so that the City Region was better placed to stimulate

economic growth, attract investment and create jobs.

As a Company, the LEP retains its focus on operating commercially and in the best interests of business in the City Region. As this business plan will show, a continued focus on key growth sectors and on being a City Region in which business can invest and grow remains the priority for the Company; as does working with all our business members and partners to make sure we are meeting their expectations and delivering value for money in what we do.

For these reasons, our membership remains critically important to us. For nearly 20 years TMP served the business community of Merseyside with tremendous success. As a LEP we are proud to be a membership body, whose model is the most business focussed in the country.

The LEP Board has been selected to enable a closer working relationship between all stakeholders with an interest in seeing the economy grow. It means that the Company can more directly engage in identifying the barriers to growth that businesses face and work with Government, the wider public sector, and key investors to make sure those barriers are removed.

A Unique Proposition

Being a Partnership and a member led Company, and the only body with a remit to act across all of the City Region is a unique selling point of our model. Government has selected LEPs to be the key body with which it has conversations about business and economic growth. Through our particular model we will aim to make sure that Government fully appreciates what business needs.

This Business Plan

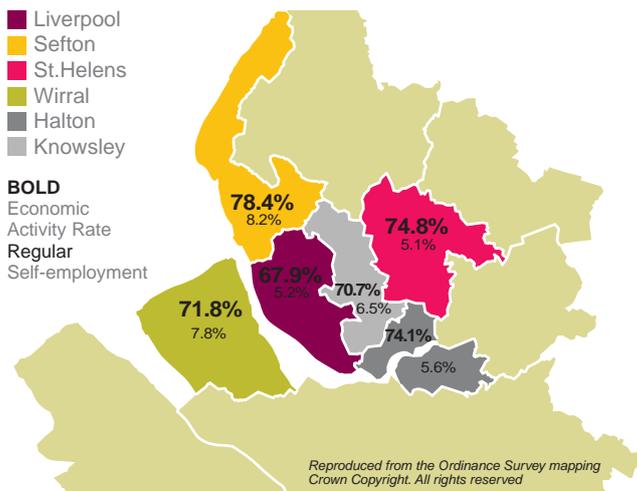
The Business Plan sets out the strategic objectives and key activities of the LEP Company in 2012/13. It builds on the successful work undertaken by TMP and new areas of focus for the year. It also identifies how we will work with other bodies to ensure that economic growth is achieved.

This is not a 'City Region Economic Strategy'. It does not attempt to set out every economic asset and opportunity or go into detail on what we think the City Region economy will look like in 20 years time. It is however set within a framework that aims to see the City Region become one of the best places in the world to visit, live, work and invest.



The City Region

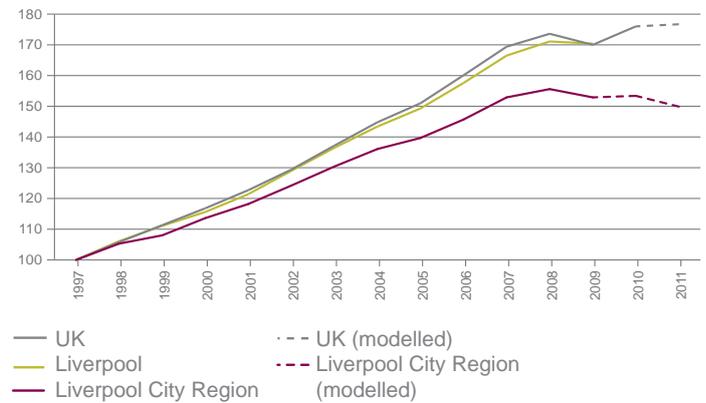
Economic Activity and Self Employment Rates



Source: ONS Regional GVA and Modelling

GVA Growth

Change in economic value (indexed to 2007)



Source: ONS Regional GVA and Modelling

Liverpool City Region, with its population of 1.5 million people and £22 billion economy, is a key contributor to the national economy.

The City Region witnessed growth in the size of its business base and in the overall economy over the last decade. It has also shown greater resilience to recession than many may have expected. It does not mean that there are not challenges to be faced, but the focus on the key economic assets and strengths of the

four key growth sectors has served the City Region well over recent years. These sectors continue to offer enormous potential to the City Region going forward.

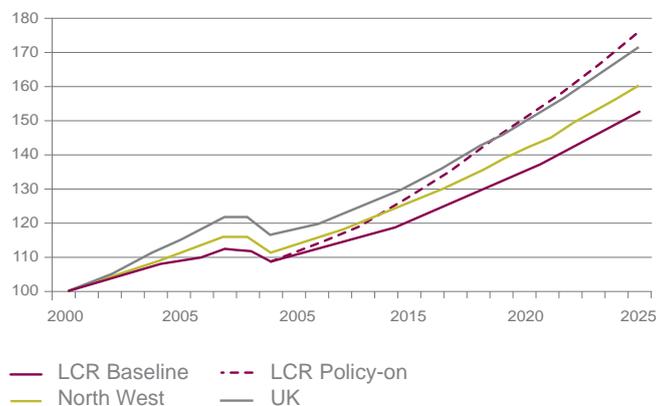
The City Region has a deficit in higher skilled workers, below average levels of employment and a need to drive forward enterprise and new business formation. Turning these figures around would give a huge boost to the economy and is a challenge we must face.

It is a challenge we will tackle through our relationships in the Employment & Skills Board and through the private sector's drive and determination to grow. Supporting businesses who wish to grow, and create new jobs will be a priority for the LEP and will drive much of what we do.



“Policy-on” GVA Forecasts

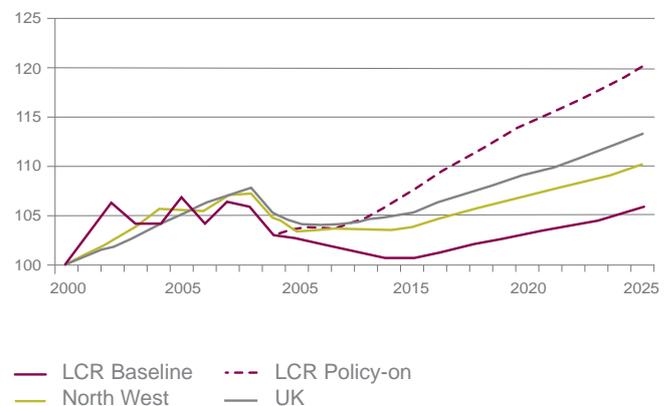
Index, Year
2000=100



Source: Policy on Scenario Modelling Produced for Economic review 2012

“Policy on” Employment Forecasts

Index, Year
2000=100



Source: Policy on Scenario Modelling Produced for Economic review 2012

The potential of the City Region is huge and few locations internationally have such a mix of natural assets and key sectoral strengths.

The City Region has identified its key growth sectors and how these, in combination, can deliver a huge economic difference to the City Region over the decades ahead. Through the SuperPort, Visitor Economy, Low Carbon and Knowledge Economy the City Region can create tens of thousands of new jobs, new

businesses, and hugely increased output in the economy overall. This is the task of the Partnership – stimulating and supporting business growth by providing an environment where business can prosper and opportunities are created for all.

The Forecasts above show just how transformational these ambitions are. Without intervention, the projections for the City Region continue to show a City Region under-performing, lagging behind the economic development of

the UK as a whole. With intervention, (“Policy-on”) the City Region can surpass national growth, overtake UK performance, and grow to a point where it is £4.4bn ‘wealthier’ than without intervention at all. Not only a centre of growth in itself, but the platform to accelerate economic growth across the wider Atlantic Gateway and North of England.



A Framework for Growth

Delivering our Ambitions

As both a Partnership and a Company, the LEP has a special set of levers by which it can influence how our economy will grow. The Partnership acts as a focal point through which issues such as housing and transport can be made more responsive to economic need as well as identifying what needs to be done to create jobs and growth. It is a body where things are joined up to make the whole greater than the sum of the parts.

However, this does not mean the LEP will do everything for everyone. Local Enterprise Partnerships should be streamlined and efficient bodies, effectively undertaking their role to ensure that economic growth is achieved.

The Partnership in the City Region is no different. Within the Partnership is considerable capacity and capability to drive forward the ambitions of the Board – the challenge is using the right resources and when.

Fundamentally, the Board and all of our partners, both public and private want to see the same outcomes from what the LEP does.

They want to see:

- Growth – both in terms of absolute output (GVA) but also in jobs
- Increased productivity – this means we must be more innovative and effective in how we do business, increasing our competitiveness on both the national and international stage
- A rebalanced economy – with a reduced emphasis and dependency on public sector jobs through a renewed focus on encouraging private sector growth and job creation

These mirror the objectives of Government and the economic and practical reality that the UK has to face.

The Board has outlined these initial ambitions and the objectives it wishes to see delivered. These range from maximising the benefit of our infrastructure investment to ensuring that all residents have access to appropriate employment opportunities. Many will take time and over the next year, the Partnership will engage closely with all our stakeholders to

ensure that the City Region has a Strategy to deliver against every opportunity and need.

This Strategy and an associated City Region Investment Framework will focus on the inter-connectedness of City Region investments and on how our resources can be better targeted to maximise economic benefits. The commitment to undertake the Investment Framework is part of the City Deal recently agreed with Government.

The LEP Company will support this and lead where appropriate. In many areas, the Partnership will 'commission' appropriate bodies to do the work to ensure that efficiency and effectiveness is maintained.

Where the Company will continue to deliver is within the Key Growth Sectors. These sectors extend across all of the City Region and are a real strength. The Company will ensure that the City Region is better positioned to achieve private sector growth from these key growth sectors over the years ahead.

Enterprise Partnership Board

- Prioritising investment
- Delivering improved skills
- Maximising funding opportunities
- Lobbying for the City Region
- Spatial Planning
- Improving the Housing offer
- Delivering improved transport
- Engaging with all Partners

Focussing on our Key Sectors for Growth

- SuperPort
- Low Carbon Economy
- Visitor Economy
- Advanced Manufacturing
- Life Sciences
- Digital & Creative
- Business & Professional Services

Driving Business Growth & Entrepreneurship

- Business Support
- Access to Finance
- Entrepreneurship
- Inward Investment
- Projecting the message
- Marketing the City Region

What will be delivered...

The outcomes for the City Region

- Growth ... in GVA output but also in jobs
- Increased productivity ... that makes us more competitive both nationally and internationally
- A rebalanced economy ... with a reduced dependency on public sector jobs through a renewed focus on encouraging private sector growth

Delivery by the Company

What the LEP Company will Do

The LEP Company will therefore continue to focus on what it does best. It will continue to drive forward the key growth sectors of the Low Carbon economy and SuperPort, it will ensure that the Visitor Economy remains an integral driver of City Region economic growth, and it will ensure that the Knowledge Economy will grow as part of a renewed focus on innovation across all sectors.

The Company will also expand its sectoral attention and recognise more prominently the value of Knowledge Economy sectors such as Advanced Manufacturing and Life Sciences. These sectors have the potential to add considerable value to the economy of the City Region over the years ahead and will receive more dedicated attention from the Company.

The Company will also ensure that the City Region is better placed than ever before to deliver economic growth in all sectors and by businesses of all sizes. Business growth, increased entrepreneurship, thinking of how better our businesses can access finance to grow, thinking more internationally, and how the City Region must be marketed, are all essential issues that the Partnership wishes to see tackled over the year ahead. The role of the Company will be to set the agenda and ensure that the right response is delivered.

Some of these issues need tackling more immediately than others and the Partnership recognises the private sector's desire to act with speed – particularly as regards how the City Region image is projected. Doing this with purpose and at the right pace is what the Partnership as a whole will do over the months ahead.

However, the LEP Company will have another role too – as a conduit for Government initiatives and as a route through which the private sector and especially members can have their views heard by Government and the wider public sector.

Over the last year the Company has supported many businesses in accessing initiatives such as Regional Growth Fund and in having a more direct conversation with Government. This is one of the reasons that LEPs were initiated and are private sector led.

Economies are not just about businesses in isolation. In an interconnected and competitive world how we present our assets and build a compelling sense of place will be critical to us fulfilling our ambitions.



SuperPort

Liverpool City Region SuperPort is the most efficient port location to service the UK and Ireland. Connectivity by sea, rail, road and air combined with its port-centric and multi-modal logistic capacity is unique in what it can offer and the potential it has for economic growth.

With major private sector led investment and infrastructure projects coming on-stream, the Port of Liverpool, Manchester Ship Canal, 3MG, Mersey Gateway Bridge, motorways, railways, airport and mix of industrial parks represent a set of connected assets that cannot be matched.

Over the year ahead, the priorities in our SuperPort work include:

1. Support SuperPort's Major Investment Projects including:

- **Liverpool 2** – a £300m deep water facility at the Port of Liverpool, doubling Port capacity and providing facilities to serve some of the world's largest container ships
- **3MG** – a fully operational multi-modal facility with direct access to the West Coast mainline and the potential to attract significant additional investment
- **Mersey Gateway** – a £600m project to deliver a 6 lane toll bridge over the River Mersey at Runcorn/Widnes to relieve congestion to the south of the City Region
- The development of **logistics sites** across the City Region including the economic development of the Mersey Waters Enterprise Zones (Liverpool & Wirral), International Trade Centre (ITC) and along the Manchester Ship Canal
- Investment in the international connectivity via **Liverpool John Lennon Airport**

34,000

jobs currently supported across SuperPort sector

“Liverpool City Region’s **unrivalled** logistics asset base has been identified as a key growth sector. The Local Enterprise Partnership is driving forward the SuperPort strategy to secure sustained economic growth from this global opportunity.”

Peter Nears, Strategic Planning Director, Peel Holdings (Management) Ltd





2. Championing Sustainable Port Access by road and rail as a key economic priority for the City Region by promoting and lobbying for investment in domestic connectivity through investment in rail infrastructure, the motorway network, and the Manchester Ship Canal

3. Secure suitable sites and premises across all of the City Region for fulfilment of SuperPort related market demand, including Knowsley Industrial and Business Park, Atlantic Park, G-Park, the International Trade Centre, and Parkside

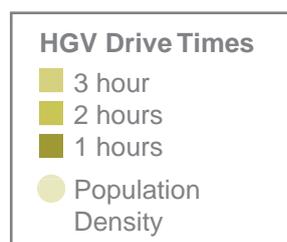
4. Complete a Skills for Growth Agreement identifying the skills required for growth in the sector and ensuring that provision is in place

5. Develop the SuperPort Supply Chain Network, engage local and regional landowners, developers, Local Authorities, freight forwarders, shippers, port/facilities operators, retailers, manufacturers, LEP members and wider SMEs in SuperPort to secure business opportunities working jointly with Mersey Maritime

6. Promote SuperPort Centric Logistics nationally to retailers, manufacturers and Third Party Logistics businesses (through exhibitions, conferences, seminars, 1:1 meetings etc.) as the UK and Ireland's central port-centric and multi-modal location, delivering low cost, low carbon logistics solutions, particularly for the Northern UK

7. Promote Liverpool City Region as an International Trade and Exhibition Centre, nationally and internationally particularly in emerging markets such as China, India, and the Middle East

Market Proximity of SuperPort





Low Carbon Economy

Renewable marine energy, renewable wind energy, retro-fitting, waste management and recycling, water and waste water treatment, environmental consultancy and energy management are just some of the specialist capabilities that can be found in the Liverpool City Region. Combined with a coastal location, and a history and strength in engineering, these are a potent mix on which to build competitive advantage.

The Low Carbon agenda is a sustainable economic opportunity as well as an environmental need. Acting in a more sustainable way environmentally, creates jobs, market demand and business growth. Through initiatives such as the Sustainable Energy Action Plan (SEAP) and achieving the status of a Centre for Offshore Renewable Engineering (CORE), the City Region can combine need and opportunity to create many thousands of sustainable jobs for many years to come.

“The global transition to a Low Carbon Economy is happening now. Liverpool City Region has defined a clear route that will ensure that this transition delivers new jobs and sustainable growth from its Low Carbon assets. This Partnership brings together the businesses that will make this opportunity a reality.”

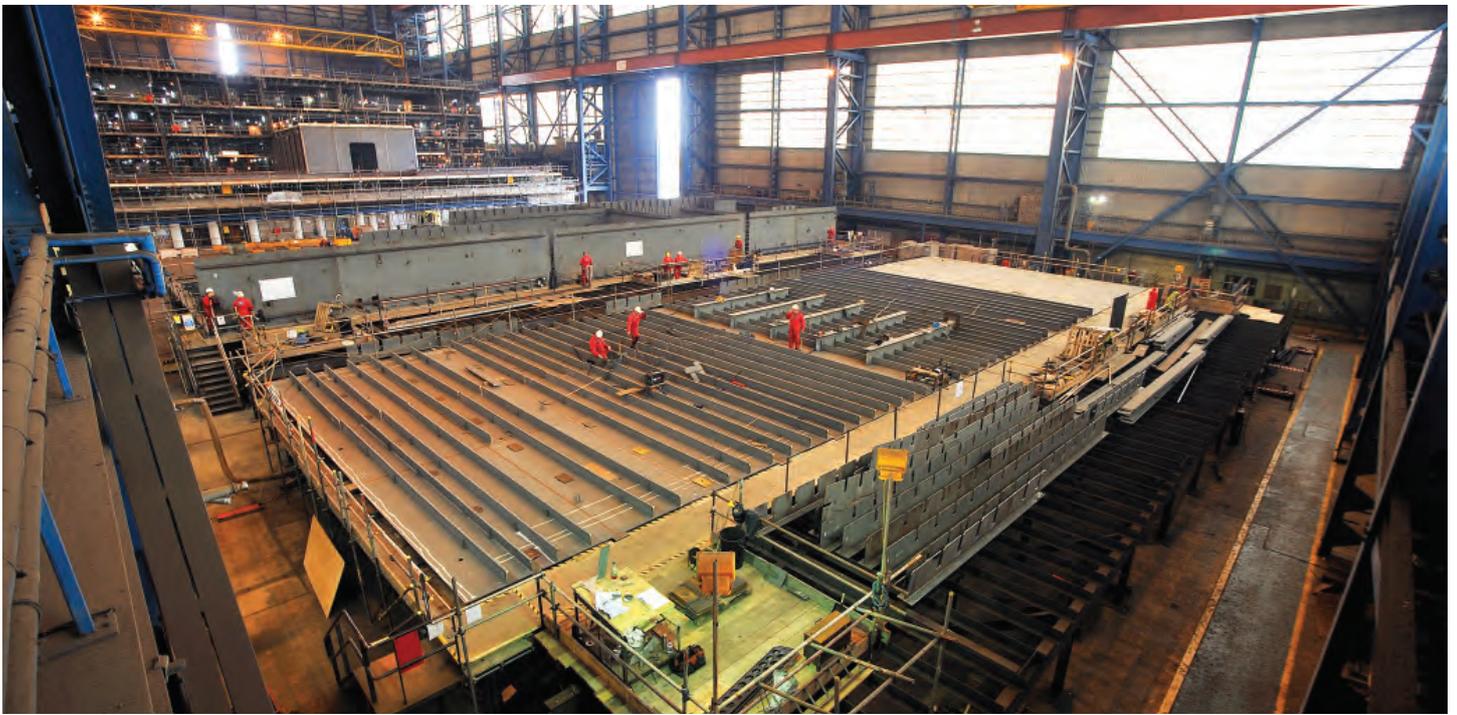
Amanda Lyne, VP of Strategic Business Development and Marketing, ACAL Energy

These priorities for the next 18 months as part of the Low Carbon Economy Action Plan delivery schedule are:

1. **Promote and facilitate the development of a “Smart City Region”** with Local Authorities, energy companies and a broader partnership, to create an energy framework that aggregates low carbon energy projects across the City Region, including the **Sustainable Energy Action Plan (SEAP)**, to maximise the opportunity for investment and cost effective delivery
2. **Encourage the deployment of National Schemes and projects** involving energy efficiency, through promotion, advocacy, championing and education, particularly relating to microgeneration, heat networks and retrofitting, to include Renewable Heat incentives (RHI), ECO and Green Deal

3. **Promote Liverpool City Region as an Offshore Wind Energy and Engineering Hub** and attract direct investment from energy companies, developers and the associated supply chain. Also support local authority supply chain development and infrastructure provision initiatives
4. **Develop a Low Carbon Supply Chain Network** with partners to include a programme of seminars backed with business support to help develop local supply chain opportunities and collaborations between major investors and local SMEs so that we can facilitate opportunities for participation and wealth creation
5. **Complete a Skills for Growth Agreement** that identifies the skills required for growth in the sector





Offshore Renewable Engineering

Government has announced that Liverpool City Region has been awarded CORE status. This gives the City Region a national status in marine engineering. Achieving this status is the culmination of two years of work led by the LEP with partners to place the City Region as a principal location for offshore wind investment on the West Coast.

Centres for Offshore Renewable Engineering (CORE) are partnerships between Central and Local Government and LEPs that ensure businesses looking to invest in manufacturing for the offshore renewables industry receive the most comprehensive support possible.

CORE status is awarded to areas which are the focus of the investment enquiries from renewable manufacturing businesses.

“Liverpool City Region is establishing itself as a major offshore wind energy hub. Cammell Laird is proud to be at the forefront of this development. Progress has been rapid and the City Region’s assets and capabilities make it an important centre for Offshore Renewable Engineering.”

John Syvret,
Chief Executive Officer, Cammell Laird

Selected areas have to offer the right infrastructure for offshore wind manufacturing, access to a skilled workforce, an experienced local supply chain and committed local leadership. They also have to offer access to excellent R&D facilities and a track record in attracting private investment.

Awarding CORE status will result in ongoing joint work between Central Government and City Region partners to continue to develop our local offer and unblock barriers to investment. It is a commitment to high-level Government support for local investment prioritisation that supports delivery and new job creation.

The LEP working in close co-operation with a range of City Region partners has developed a compelling offshore wind offer. The UK has the largest offshore wind market in the world. Investment

of over £100bn is scheduled over the next fifteen years in UK waters. The Irish Sea alone will host around 20% of this.

The City Region’s offer focuses on key strengths in location, logistics and marine engineering skills. Over 140 City Region companies are already active in the offshore wind industry across a broad spectrum of specialist services.

Companies such as Cammell Laird have successfully diversified into the market by adapting existing skills and expertise to the demands of new blue-chip clients. Contracts awarded to Cammell Laird from RWE to support the Gwynt y Môr windfarm are a confirmation of our offshore engineering expertise and our ability to compete internationally.





Advanced Manufacturing

Manufacturing remains a significant contributor to the City Region economy despite perceived decline. It has been transformed through this process, because as employment has dropped, the productivity of each worker has increased with competitiveness improved. The manufacturing base of today is not that of 30 years ago, it is one transformed by innovation, new investment, and the ever changing impacts of global trade.

It is for these reasons that the sector remains important today. For the UK economy to recover from recession, it needs to capitalise on the production capacity it still has, and export to the world once again. At a global level, the demand for manufactured products will increase as emerging economies increase their demand for more value added manufactured goods as disposable incomes rise. Internationally, manufacturing is not in decline. As a result, advanced manufacturing is an asset to be exploited and in the City Region it is an asset employing 53,000 people providing £2.7bn of output to the economy overall.

To operate in this international market the City Region must not compete on cost but on the strength of its

manufacturing expertise and utilising the world renowned companies that still choose the City Region as a place to be based. Firms like Jaguar Land Rover, NSG (Pilkington), Getrag, Unilever, Cammell Laird and so on all operate in global markets and will continue to operate from the City Region.

The ability of the City Region to retain such strength is partly because the City Region remains a good place to invest. The strength of the Universities, of research capabilities, the 'breadth' of the SME base and the productivity of its workers makes the City Region a place to locate. Manufacturing productivity has grown year on year in the City Region – is more productive than the 'average' job in the City Region – and is more productive than manufacturing in the UK too. The more manufacturing we have – the more wealth we create, and the quicker we close our output gap with the UK as a whole.

Manufacturing is also a sector significant to every part of the City Region and therefore, an asset which every part of the City Region can take advantage of. Every local area contributes to manufacturing output while as important, every local area has retained a manufacturing base.

The sector provides almost one in every five jobs in Knowsley, and £1 in every £4 in terms of output in Halton. For this reason, our support of manufacturing is a means to support the economy grow across every part of the City Region. It is about improving the collective performance so that supply chains better interrelate and so that innovation and up-skilling occurs in every part of what manufacturing will do. Only on this basis will we see manufacturing grow.

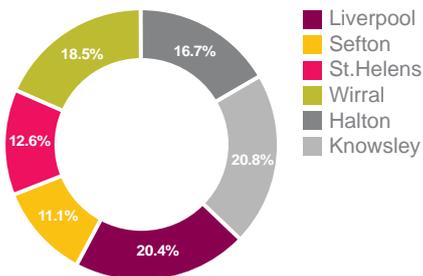
“Liverpool City Region is making a significant contribution to Jaguar Land Rover’s global success. Engaging with the Local Enterprise Partnership provides JLR with valuable, additional opportunities to grow our business and the region’s economy”

Richard Else,
Operations
Director,
Jaguar
Land Rover,
Halewood



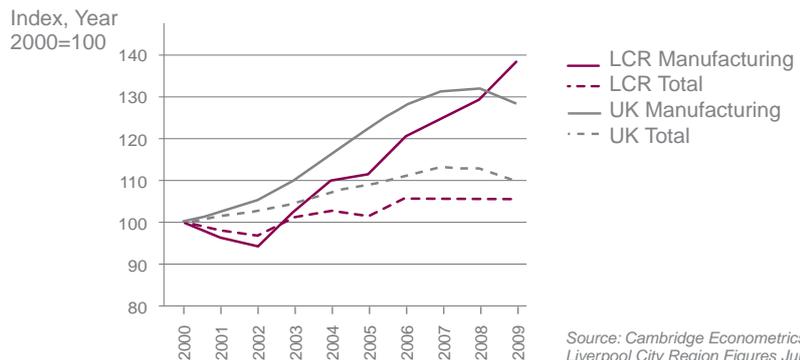


Share of Manufacturing Employment



Source: Cambridge Econometrics, Liverpool City Region Figures July 2011

Productivity Levels in LCR and UK



Source: Cambridge Econometrics, Liverpool City Region Figures July 2011

The LEP priorities in Advanced Manufacturing for the year ahead are:

1. Support the recently established and private sector led Manufacturing Forum to drive forward advanced manufacturing in the City Region
2. Continue to support companies within the advanced manufacturing sector, making connections between businesses to support growth and providing in-depth assistance when required, such as supporting applications to the Regional Growth Fund (RGF) or any other funding source
3. Capitalise on the success of recent major investments, such as that by Jaguar Land Rover, to further develop the local supply chain and

develop a potential supply chain 'hub' – maximising the potential of the Advanced Manufacturing Supply Chain Initiative (AMSCI)

4. Support the roll-out and investment in the City region of AMSCI – an initiative successfully bid for by the LEP Company that guarantees a share of £25m of ring-fenced money as well as the potential to access Government's £100m investment in manufacturing supply chain businesses
5. Work to maximise investment in the City Region by the nationally procured Manufacturing Advisory Service (MAS) which will deliver 600 manufacturing reviews with businesses, 18 events, and 170 intensive projects with businesses

as well as looking at the provision of an enhanced MAS offer dedicated to the City Region supported by ERDF

6. Continue to ensure a joining up of research capabilities in Universities and the private sector to improve the overall competitiveness of the sector
7. Deliver a High Value Manufacturing Pilot project across the City Region in conjunction with the Institute for Manufacturing, the Technology Strategy Board, Government and the private sector with the support of City Region Local Authorities



Knowledge Economy and Innovation

The Knowledge Economy and innovation 'ecosystem' are fundamental to maximising competitiveness and ensuring that all businesses have an ability to grow. This has been driven by the Knowledge Economy Group made up of City Region Universities, Daresbury Science and Innovation Campus, the City Region Hospitals as well as private sector and Local Authority partners, and will remain a fundamentally important part of what the LEP will do.

The Knowledge Economy focus has previously concentrated on sectors such as Advanced Manufacturing and Life Sciences but the reality is that innovation and science create economic spill-overs that benefit every sector, from low carbon offshore engineering to the visitor economy. It is within this context that the knowledge economy and innovation will be driven forward over the year ahead.

100,000
new jobs in next decade based on Key Sector Growth Strategy

Our priorities in the knowledge economy are:

- 1. To undertake a refresh of the Knowledge Economy Plan ensuring that knowledge and innovation plays a fundamental role in supporting all aspects of the City Region economy** and to include a European Funding investment and sector growth plans to aid future European Programme allocation to the City Region – to be completed by December 2012
- 2. Enhance the private sector leadership** in the Knowledge Economy Group and other sectoral boards and Forums over the summer of 2012 to report the development of the refreshed plan
- 3. Establish the Knowledge Economy Group** as the City Region's dedicated, expert 'Board' for science, technology and innovation
- 4. Continue to support the development of integrated investment and action plans** that ensure that jobs, investment and growth are secured for the City Region through developments such as the Liverpool Knowledge Quarter, Daresbury Science and Innovation Campus and other knowledge intensive locations

Supporting the Digital & Creative Sector and Business and Professional Services

The Knowledge Economy includes key growth sectors that over the year ahead the LEP will look to increasingly support and grasp more confidently the opportunities that they present. Our priorities this year will be:

1. Within the Digital and Creative sector the LEP will support Liverpool Vision in developing a Creative and Digital / Digi-City plan supported by ACME
2. Support an e-Health cluster development action plan, linking this to the DALLAS programme across the City region

“Liverpool’s knowledge economy is a key growth area for the Liverpool City Region LEP and is central to our ability to compete effectively in the global business arena.”

Prof Sir Howard Newby,
Vice-Chancellor,
University of
Liverpool





3. Support ongoing development of Sound City
4. Work with other professional bodies and engagement routes to understand the best approach to sector support that will achieve growth and jobs
5. Continue to engage with and support initiatives that seek to maximise finance and resources that flow into the City Region – such as the emergent West Coast Investment Hub initiative which has sought RGF and ERDF support
6. Support Finance and Professional Service members to engage more fully and take up opportunities from other growth sectors such as Low Carbon, SuperPort, and Advanced Manufacturing – providing added value and spill-over benefits to the economy as a whole
7. Linked to work that will ensure all businesses are better placed to grow, the LEP will establish a new commission to understand the needs of SMEs in terms of private sector finance and look to ensure that all City Region businesses have increased access to public sector investment support such as that from the £140m North West Business Fund (see Page 20)

Life Sciences

The North West of England and in particular the triangle around Manchester, Liverpool and mid-Cheshire has been recognised as an international cluster of the Life Science sector. The concentration of research facilities, international business and the productivity of the workforce all make the sector significant to our economic future.

Our priorities for the year ahead are:

1. Support the ongoing development of delivery and operational models for the Liverpool Bio-Innovation Centre
2. Ensure co-ordinated and appropriate action to anchor RedXPharma, and establish RedX Oncology in Liverpool as a major investment securing jobs
3. Support the development of a clear proposition and business model for the Liverpool Bio-Campus by November 2012
4. Support the delivery of the Life Sciences University Technical College to support an intended launch in September 2013
5. Support rollout of DALLAS - Assisted Living project funded by Technology Strategy Board which is due to commence in July 2012

6. Directly support development of Hope University Dementia Centre ahead of October 2012 with the intention of securing Government research funding and being recognised as a national and international centre with the potential for commercial exploitation
7. Delivery of a minimum of four Sector networking events within the year to encourage businesses to interact and develop new business opportunities as well as a continuation of engagement with key players in the private sector, public sector, academia and healthcare sectors
8. Establishment of a Life Sciences Forum to take forward the development of the sector and support a roll-out of the City Region Life Sciences plan



Visitor Economy

Liverpool City Region's Cultural and Tourism offer is the strongest outside of London, boosted significantly in recent years through major public and private sector investment.

The main attack brand for the City Region is Liverpool which is world famous for culture, music, sport and heritage supported by Southport – England's classic resort, and England's Golf Coast.

Over the year ahead, the key priorities are:

1. Unify our marketing messages and organisation to achieve added value from what we do and secure appropriate funding to resource that activity
2. With partners deliver high profile marketing campaigns that promote Liverpool and the City Region nationally and internationally, increasing audience awareness, interest and visits to the City Region stimulating the economic benefits that result
3. Develop and deliver a Brazil, Russia, India and China (BRIC) promotional strategy with partners to drive growth in these potentially large and rapidly emerging Visitor Economy markets
4. Strengthen the Liverpool Convention Bureau to attract International Conferences, Events and Exhibitions working closely with partners. Focus on key sectors, the new ACC Exhibition Centre and an expanded Ambassador network
5. Provide an Outstanding Visitor Experience through the Liverpool Delegate Scheme to all conference organisers, influencers and delegates and other visitors encouraging them to visit again and increase their overall economic contribution to the City Region
6. Implement activity to drive more business mid-week
7. Focus on our major cultural and heritage assets in the development and promotion of the destination

£3 billion

value of the City Region
Visitor Economy

42,000

jobs already supported by
the Visitor Economy

55 million

annual visits to the
Liverpool City Region



8. Support our Visitor Economy businesses to provide excellent facilities and customer service with a view to attracting more visitors and improving the performance of individual businesses making them more competitive and able to create and sustain more jobs
9. Develop a comprehensive digital platform for the Visitor Economy increasing the usage of social media and technology on the move to make the City Region a more easily 'usable' place to visit in the 21st Century
10. Support the development of a Major Events Programme which includes International Music and River Festivals. Host major sporting and cultural events attracting people from all over the UK and abroad

VisitLiverpool

Liverpool
convention bureau

englands^gol^fcoast

“Liverpool is a world-class brand with an increasingly successful Visitor Economy that has real potential to expand even further. Growth of the City Region economy will create more business opportunities and jobs and we are excited to be partners in what will be a terrific future for ACC Liverpool and the entire region.”

Bob Prattey,
Chief Executive, ACC Liverpool





Business Growth and Entrepreneurship

Ensuring that all Businesses are Able to Grow

Businesses receive the best advice from other businesses. As a membership body that understands business needs, the LEP brings businesses together to network and to support each other to grow. The Partnership has set itself specific objectives on better understanding the many different facets of business support available across the City Region and of potentially commissioning additional activity where a deficit in the provision of support to business is identified. Over the coming months intensive work will be done to deliver on these objectives.

The strategic priorities for 2012/13 are:

- Establish a Business Growth and Entrepreneurship Board made up of key stakeholders and providers

of business support and services from across the City Region. Led by a leading local entrepreneur the board will be tasked with creating the best environment to accelerate business growth and new business formation

- Ensure that all public and private sector business support provision across the City Region is better coordinated and communicated and that public sector resources are most effectively deployed to maximise their benefit to businesses
- Work with key stakeholders to establish a new commission to better understand the needs of SMEs in terms of private sector finance and to ensure that where possible those needs are met
- Ensure that City Region businesses have increased access to public sector investment support such as

the £140m North West Business Fund and the national £3bn Green Investment Bank

- Maximise the value to the City Region from nationally managed support products including the Manufacturing Advisory Service (MAS), Growth Accelerator and the wider work of UKTI, driving an increase in the visibility, effectiveness and impact for City Region businesses from these Programmes
- Ensure that the City Region has a stronger international focus and presence through securing an 'International Trade Expo' within the City Region for 2014 with a breadth and depth that benefits all types of business and which increases the recognition and understanding of the City Region's economic assets throughout the world

“Accelerating economic growth across the City Region is this Partnership’s main aim. A strong economy is good for all our businesses and by working together and focusing on our unique assets we can drive growth through innovation and entrepreneurship.”

Asif Hamid,
Chief Executive Officer, The Contact Company





Marketing

In an increasingly competitive global economy the way we market the City Region's assets is vitally important. 'Liverpool' is a World class brand and the Partnership recognises the importance of using this brand to represent the diverse, yet complementary, assets of the City Region to the outside world.

To grow the economy we need to increase our market share of visitors, students, businesses and residents and our assets and opportunities need to be presented consistently and compellingly if we are to succeed. The LEP recognises and shares the view of the private sector that there must be absolute clarity and consistency regarding our approach to this and that a single, aligned and well resourced marketing strategy is essential.

The announcement by Joe Anderson, the City Mayor of Liverpool, regarding the creation of Marketing Liverpool and the additional resources this brings is very much welcomed and we will explore all opportunities to unify our messaging, resources and marketing organisation.

The framework for growth set out in this document demonstrates the scale of ambition of our partnership but to realise this ambition we need to be more successful at building relationships with, and doing business with, the growth economies around the World. We need to think Internationally.

Our key growth sectors have real, tangible global significance and potential which our Business Growth, Entrepreneurship and Marketing strategies must cultivate to the full.

“Collectively the economic assets of the Liverpool City Region have global significance and appeal. Having a laser focus on how we market our unique brand of place and people is key to our ongoing growth and success.”

Jeanette Kehoe-Perkinson,
Founder and Managing Director, Just For People Limited





Our Unique Role

The unique remit of being the Local Enterprise Partnership for all of the City Region is that it allows us to represent the views of businesses and partners to both Government and the wider public sector at the scale at which the economy as a whole functions.

This 'strategic economic development' role means the LEP has an ability to influence agendas and engage at a level to make a genuine difference to achieving economic growth. The model is a genuine Partnership, by working together and bridging the public/private divide we can provide a better environment for business to invest, create jobs, and a better place to live and work.

Working with Government

Being the Local Enterprise Partnership means having a direct conversation with Government on a range of topic areas and influencing the national policy agenda. The LEP has already been actively negotiating with Government to deliver a 'City Region Deal' with all of Government that will see devolution of power and resources so that the City Region, and its private sector led LEP Board, can play a more direct role in determining what our priorities are.

The priorities for 2012/13 include:

- Working ever more closely with key Government Departments such as the Department for Business Innovation and Skills (BIS), Department for Communities and Local Government (CLG) and Department for Transport (DfT) to ensure their activities and investments better deliver the needs of our business and economic base. This includes:
 - Working with BIS on skills and science as well as business support to maximise the value of their work within the City Region and to secure additional resources for investment within the City Region
 - Appropriately prioritise investment through initiatives such as the Growing Places Fund which has allocated c. £18m to the City Region to unlock stalled investment projects
 - Lobbying Government and Europe to ensure that both European Regional Development Funding (ERDF) and also European Social Funds (ESF) are delegated to the City Region scale and co-invested alongside other funds to maximise their impact

- The City Region will lobby to ensure that it too can take advantage of the opportunities from High Speed 2 Rail investment and for devolution of transport resources to the City Region scale
- Ensuring that the voice of City Region business is better heard by Government such as via the Lord Heseltine Review of how Government spending can better promote economic growth and what policy changes are required

“The Mersey is the City Region’s greatest natural asset. Development of Wirral and Liverpool Waters show the ambition and vision for inward investment.”

**Councillor
Phil Davies,
Leader
of Wirral
Council**





Working Together

Working with and for our Members

Our members are fundamentally important to us – they are what allow us to exist and drive forward private sector led growth throughout the City Region. Over the year ahead we will continue to make sure that our members have the opportunity to influence the strategic economic development of our City Region. Growing our collective market and positioning our economy at the forefront of the national and international economic agenda.

Matching Skills to Growth

The LEP's Employment and Skills Board brings together local employers and civic leaders with colleges and training providers to focus on meeting our biggest human capital challenges. High levels of unemployment and higher level skills deficits remain potential constraints on our economic transformation. The Employment and Skills Board's overwhelming priority is to help ensure that businesses have

access to the people with the skills they need to increase productivity and grow.

In 2012/13 the key projects and priorities for the Employment and Skills Board will include the following:

- Publication of Annual Skills for Growth Annual Report – to translate the LEP's economic growth priorities into courses, curricula and careers information
- Implementation of a Labour Market Information Service – to ensure schools, universities, colleges and providers understand what skills businesses need
- Creation of the UK's first Skills for Growth Bank – an employer-owned financing mechanism helping businesses invest in the skills they need and create new jobs
- Creating 10,000 Apprenticeships for 16-24 year olds and increasing the level and volume of these in key LEP-priority economic areas

- Design and build a payment-by-results skills pilot to better reward those providers that make the biggest contribution to our economic growth
- Commission and support a young people and business-led Youth Unemployment Task Force – to halve long-term youth unemployment in 3 years
- Continue to challenge the £150m invested in local employment and skills services to perform better for our businesses and people
- Oversee the delivery of the £18.8m ESF local Apprenticeship and Worklessness projects

“Developing our economy requires skills to match ambition. Skills training must match future employer needs and the Local Enterprise Partnership has taken this responsibility to the core of its growth strategy.”

Elaine Bowker,
Principal, Liverpool Community College





Liverpool City Region
Local Enterprise Partnership

**Liverpool City Region
Local Enterprise Partnership**
12 Princes Parade
Liverpool
L3 1BG

E: info@liverpoolLEP.org
T: +44 (0)151 227 2727
W: liverpoolLEP.org

*Images: Cammell Laird,
Jaguar Land Rover,
Liverpool Vision / Ant Clausen
Photography, Mills Media,
Peel Ports, Siemens AG, Uniform*



Supported by



INVESTING IN
englandsnorthwest

EUROPEAN REGIONAL DEVELOPMENT FUND