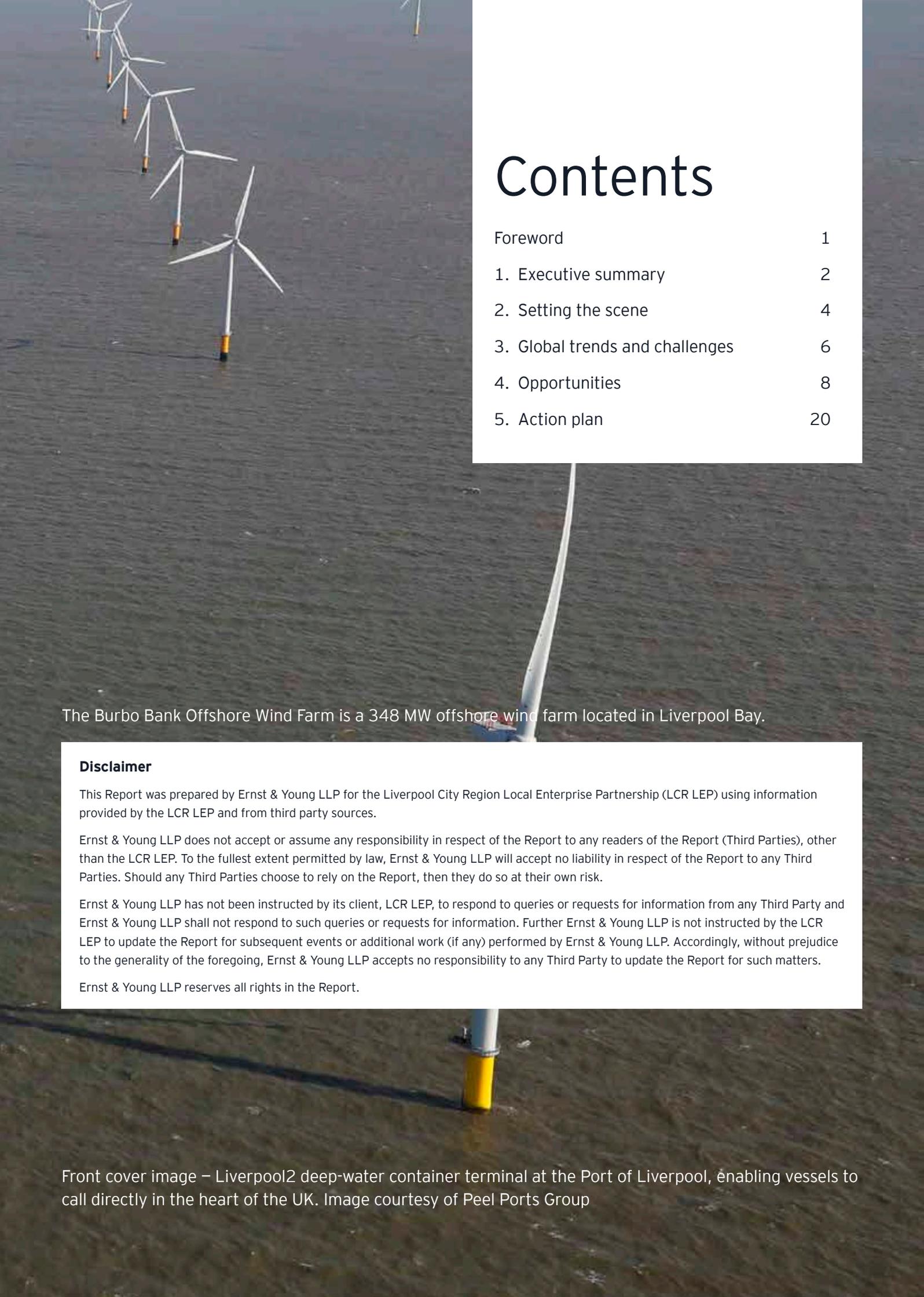


Liverpool City Region

Internationalisation Strategy and Action Plan

May 2019



A row of offshore wind turbines in the sea, viewed from a low angle, receding into the distance. The water is dark and calm. The sky is overcast.

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The Burbo Bank Offshore Wind Farm is a 348 MW offshore wind farm located in Liverpool Bay.

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Front cover image – Liverpool2 deep-water container terminal at the Port of Liverpool, enabling vessels to call directly in the heart of the UK. Image courtesy of Peel Ports Group

Foreword



Steve Rotheram
Metro Mayor, Liverpool City Region



Asif Hamid MBE
Chair, Liverpool City Region
Local Enterprise Partnership

Liverpool City Region is a place whose time has come

It is an exciting place to do business, to research, to study and to visit. A place of opportunity, ambition, with a young creative culture alongside globally renowned capabilities.

As Metro Mayor of the Liverpool City Region (LCR) and Chair of the Liverpool City Region Local Enterprise Partnership (LEP) it has been our passionate ambition for some time to bring together stakeholders from the public and private sector to jointly promote our City Region assets and provide an outstanding experience to those interested in investing, studying and visiting here.

This wide-ranging Internationalisation Strategy, commissioned by the LEP and Combined Authority (CA) and produced by EY and Mickledore, is the start of a combined vision to support our businesses to internationalise, to sell our City Region to firms looking for a dynamic economy from which to grow, to attract visitors and students and support the deep potential for further research and development activity.

With a new "One Front Door" approach for investment and trade, which will simplify access and support across the City Region, this strategy provides a firm basis for us to achieve more for our economy, fully leveraging the power of the Liverpool brand globally, the resources of our business, universities, public bodies and institutions using a compelling City Region narrative.

This hard-hitting strategy looks objectively at the evidence of our performance in recent years, where we have been successful and where we have not. Its analysis of trends and performance, opportunities and challenges, provides a robust platform from which to drive forward the City Region's performance. The result is a clear and coherent, evidence-based strategy for our City Region with which to steer our resources and interventions and deliver the step change in performance that our City Region merits.

As we deliver the strategy over the coming months and years, it will enable us all to be ambassadors, equipping us with the tools, confidence and knowledge to promote our assets and potential as we travel around the world representing our own organisations and the wider City Region to a global audience.

Finally, we would like to thank all those who have given their time and insight to inform our recommendations. This is a new way to deliver growth across trade, inward investment, research and development, student recruitment and the visitor economy, informed and driven by a coalition of public and private sector partners.

We look forward to working with you in its execution over the coming months and years in realising our ambitions for the City Region through this collaborative approach.



Steve Rotheram



Asif Hamid MBE

1. Executive summary

The vision

To become a more outward facing, entrepreneurial City Region, using international connections to drive innovation, creativity and prosperity.

Liverpool City Region has a strong tradition of facing out towards the rest of the world. This tradition continues today through the Port of Liverpool and through the City Region's entrepreneurial, cultural, and scientific successes.

This document sets out a vision – a vision shared across the City Region – of how LCR can leverage and enhance our existing assets to expand LCR's international successes. Through strengthened engagement with the international community, targeted support for key sectors and effective collaboration across the City Region, we can capitalise on the opportunities offered by a fast-changing global economy to deliver shared prosperity for LCR.

Aspirations across five pillars of internationalisation

The Internationalisation Strategy focuses on five pillars that underpin LCR's international presence. Each of these areas is brought together within this Strategy to collectively enable the achievement of LCR's international vision.

Foreign direct investment	Trade	International visitors	Overseas students	Research and development
Become a top 10 City Region destination for UK foreign direct investment (FDI)	Capitalise on LCR as an international gateway to the wider UK economy	Grow the visitor economy by increasing business visitation and visitor value	Continue to grow international student numbers and strengthen alumni business networks	Build on and commercialise LCR's knowledge assets

A clear and actionable plan

The Strategy outlines a detailed action plan to support the achievement of the overall vision and aspirations. This plan draws on the input of extensive stakeholder discussions and evidence of best practice approaches. The plan is summarised below under six areas of coordinated action:

- 1 Focusing on entrepreneurship and commercialisation of the universities and knowledge assets
- 2 Leveraging the City Region's potential as an international gateway
- 3 Extending, engaging and developing the international networks of the City Region
- 4 Providing strategic account management to the LCR's largest firms ('the primes') to realise their potential and networks
- 5 Developing a "One Front Door" to new investment and create protocols for enquiry handling and information sharing
- 6 Maximising the potential of the visitor economy



The Liverpool City Region is home to the Centre of Excellence in Infectious Diseases Research, a joint venture between the Liverpool School of Tropical Medicine and the University of Liverpool.

2. Setting the scene

Purpose

This report – The Liverpool City Region Internationalisation Strategy – was commissioned to take an objective viewpoint on the current assets of LCR and to identify interventions and initiatives that could stimulate further international activity. The report summarises an extensive process of research and stakeholder engagement which took place throughout 2018, culminating in a detailed Internationalisation Strategy and Delivery Plan, submitted to the LCR LEP. This report distils the key findings which emerged from this plan and offers clear and actionable recommendations for realising LCR’s internationalisation vision.

Approach

EY and Mickledore were commissioned by the LEP in December 2017 to assist LCR LEP in developing its internationalisation strategy.

The four phases below provide an overview of the process followed in order to develop the Strategy. EY and Mickledore engaged with a wide range of key stakeholders through detailed interviews, workshops and other discussion. Through this process, stakeholders’ views and feedback ensured that the emerging findings and recommendations were both relevant and well supported. These stakeholders included each of the Local Authorities, Marketing Liverpool, the Universities, Chambers of Commerce and many of the key employers operating across LCR.

	Phase 1 Market survey and review	Phase 2 Strengths and opportunities	Phase 3 Strategy development	Phase 4 Delivery plan
Objectives	Understand LCR’s current economy and key sectors	Identify key competitor cities and benchmark LCR to identify strengths and any key weaknesses	Set out a vision and ambitions	Determine the priority actions to be taken to capture opportunities, address weaknesses, and strengthen growth enablers
	Understand the region’s key economic drivers and growth potentials	Identify growth sectors and markets and underlying growth drivers	Map strengths against opportunities	
	Baseline analysis for the five key areas of focus		Identify any weaknesses that need to be addressed	
	Identify key industry partners for strategy development	Identify core growth enablers for the five key areas of focus	Identify ways to strengthen the core enablers to drive future growth in the five key areas of focus	

Scope of this report

The remainder of this Strategy document is structured as follows:

- ▶ The LCR economy – summarises the current LCR economy and its vision for growth
- ▶ Global trends and challenges – focusing on the changing global landscape
- ▶ Opportunities – identifying the areas of international engagement which offer LCR the greatest growth potential
- ▶ Action plan – provides clear actions that can help make LCR’s internationalisation vision a reality

The LCR economy

A changing City Region ...

LCR has undergone a dramatic transformation since the turn of the millennium. Strategic investments have begun to transform parts of the City Region, whilst the City's cultural strengths were both recognised and enhanced through its status as the European Capital of Culture in 2008. Most recently, a devolution of power has seen LCR take greater control over areas such as transport, skills, infrastructure, business support, innovation planning and housing.

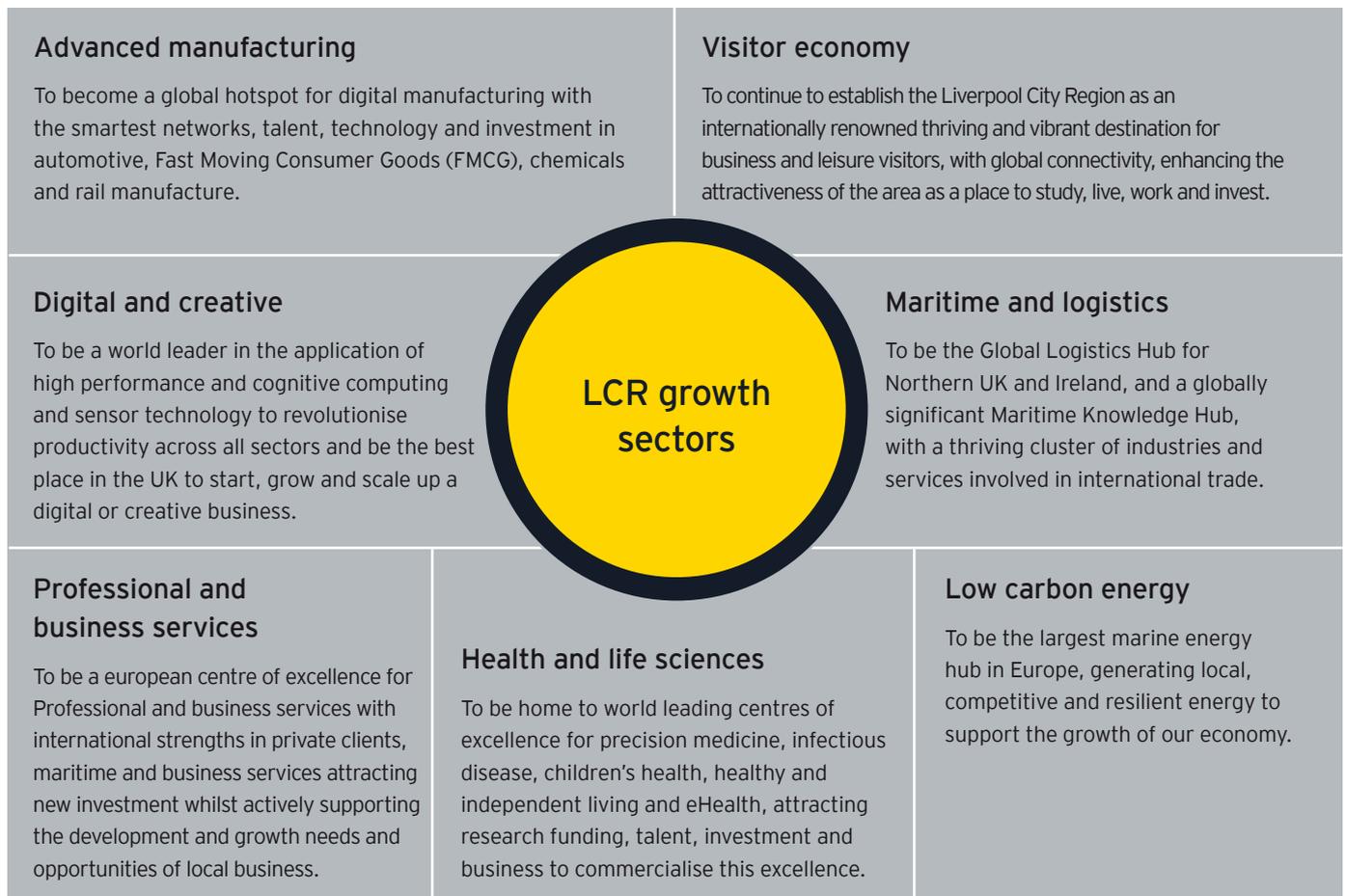
Since 2000, the number of people in employment in LCR has risen by 12%, whilst economic activity, as measured by Gross Value Added (GVA) has increased by a third.¹ These are substantial changes, but also highlight the work still to be done and the opportunities to improve. On measures of both job creation and economic growth LCR has

underperformed compared to the wider UK economy – over the same period, employment increased by 15% across the UK as a whole and GVA by close to 40%.²

With a strategic focus on growth sectors ...

Much work has been conducted to uncover the current and potential drivers of growth across the City Region. This is reflected in the Liverpool City Region Growth Strategy³ – Building Our Future – which sets a strategic vision for each of the seven sectors that offer the greatest potential to drive growth, as shown below.

This Internationalisation Strategy builds on the Growth Strategy to identify areas in which the City Region can support the growth sectors by encouraging greater international engagement.



¹ Office for National Statistics (ONS), Regional Accounts and Business Register and Employment Survey

² ONS

³ <https://www.liverpoollep.org/wp-content/uploads/2016/06/SGS-Final-main-lowres.compressed.pdf>

3. Global trends and challenges

To deliver greater international success in the future, LCR requires a strategy that appreciates the changes taking place in the global economy, whilst recognising domestic economic policy. The diagram below highlights how LCR's Internationalisation Strategy aligns with the changing global landscape.

Topics	Global 'megatrends'	
Strategic factors	Empowered customer	Future of work
	Customers expect increasingly personalised and tailored services	Automation and globalisation are changing the nature of both blue and white collar roles
	Resourceful planet	The future of smart
	The future will be resource-efficient, carbon constrained and resilient	Connectivity of assets, infrastructure, or even transactions to ensure it is connected, analyses its data, and makes it more autonomous and effective
	Industry redefined	Behavioural revolution
	Disruption drives convergence. Opportunities for growth will exist vertically, not just horizontally	The application of behavioural economics to achieve both immediate and long-term behavioural change in areas including safety and employee wellbeing
	Health reimagined	Urban world
	Real-time monitoring of health metrics will transform workforce health and safety	Increasing urbanisation

Source: The future of disruption, EY, 2016.



Strategic alignment with LCR activities	▶ Customer empowerment – attracting international visitors and overseas students via digital platforms; international business opportunities for innovative start-ups and SMEs
	▶ Resourceful planet – transitioning to a low carbon economy
	▶ Industry redefined – encouraging companies to seek opportunity beyond their own industry walls
	▶ Health reimagined – LCR's health and life sciences assets present opportunities in digital health
	▶ Future of work – with coordinated efforts, LCR can foster an environment that is attractive to talents locally and from outside LCR, and can strengthen the ecosystem to retain them
	▶ The future of smart – working with the private sector to encourage and facilitate investments into more efficient and smart solutions to drive growth
	▶ Behavioural revolution – developing local capabilities in this space to support local industry
	▶ Urban world – enhancing connectivity whilst ensuring that infrastructure capability does not fall behind

The UK's Industrial Strategy is a key reference point, while geopolitical shifts should also inform the approach.

Industrial Strategy 'Grand Challenges'	Geopolitical shifts
AI and data economy	Brexit
Putting the UK at the forefront of artificial intelligence and data revolution	Changing terms of trade, regulation and governance with the UK's largest trading partner
Future of mobility	The rise of Asia
Being a world leader in shaping the future of mobility	The rapid development of China in particular continues to shape the international economic and political landscape
Clean growth	A changing US role
Maximising the advantages for UK industry from the global shift to clean growth	Politics in the United States has become more inward looking, with a more protectionist stance on trade
Ageing society	
Harnessing the power of innovation to help meet the needs of an ageing society	

Source: Industrial Strategy: Building a Britain fit for the future, BEIS (2017)
<https://www.gov.uk/government/publications/industrial-strategy-building-a-britain-fit-for-the-future>



The four challenges align closely with four of LCR's focus growth sectors:

- ▶ Digital and creative
- ▶ Advanced manufacturing
- ▶ Low carbon energy
- ▶ Health and life sciences

LCR has three additional focus sectors that sit outside of the UK's main industrial focus, but nevertheless remain important to the City Region:

- ▶ Professional and business services
- ▶ Maritime and logistics
- ▶ Visitor economy

- ▶ Key markets diversified to reflect the near term and longer term trends in the balance of international political and economic influence.
- ▶ A balanced approach to market prioritisation to ensure that LCR is well placed to capture opportunities whilst minimising the risks associated with narrow exposure to a small number of markets.

4. Opportunities

Opportunities across the five international pillars

Understanding the opportunities and challenges facing the LCR is key to setting a strategy that can address the City Region's weaknesses and capitalise on its strengths. This section presents a summary of the findings of an extensive stakeholder consultation and

benchmarking exercise, specific to each of the five areas of internationalisation, comparing LCR against its peers to provide the basis for a well-informed internationalisation strategy.

A framework for internationalisation

Attracting investment into the City Region from overseas to support growth and innovation across LCR

Nurture greater collaboration between LCR universities, businesses and entrepreneurs to capitalise on opportunities to commercialise research



Delivering goods and services created in LCR to the rest of the world

Targetting increases in international students to bring additional income into LCR universities and encourage greater international collaboration

Encouraging more people to visit LCR and making it easier for them to stay for longer and make a larger contribution to the LCR economy



The Accelerator Science and Technology Centre (ASTeC) was created in 2001 as a Centre of Excellence for study of the production, acceleration and delivery of charged particle beams.

Image courtesy of STFC (Science and Technology Facilities Council) Daresbury Laboratory

Foreign direct investment

The City Region secured 1.5% of UK FDI projects since 1997, slightly lower than its share of UK GVA of 1.7%.

Summary:

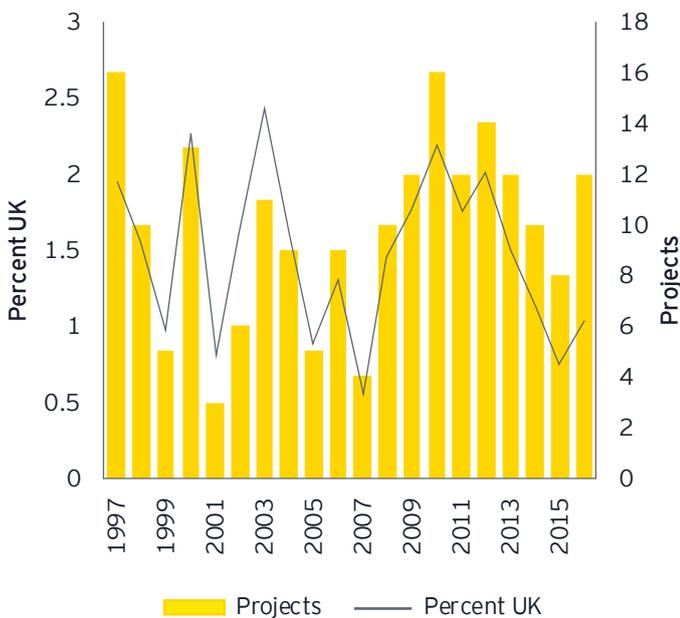
- ▶ Chemicals and automotive investment has generated much of the FDI into the Region in recent years, reflecting LCR's strengths in these sectors, albeit largely building on existing presence rather than in new projects.
- ▶ Software and business services have generated significant projects although their share of FDI has not

matched the proportion of investment that they record in the UK as a whole.

- ▶ The pharmaceutical sector was also recorded in the top five sectors with a proportion of projects that outstripped the UK.

Project numbers are variable year-on-year but rarely exceed 2% of the UK's total:

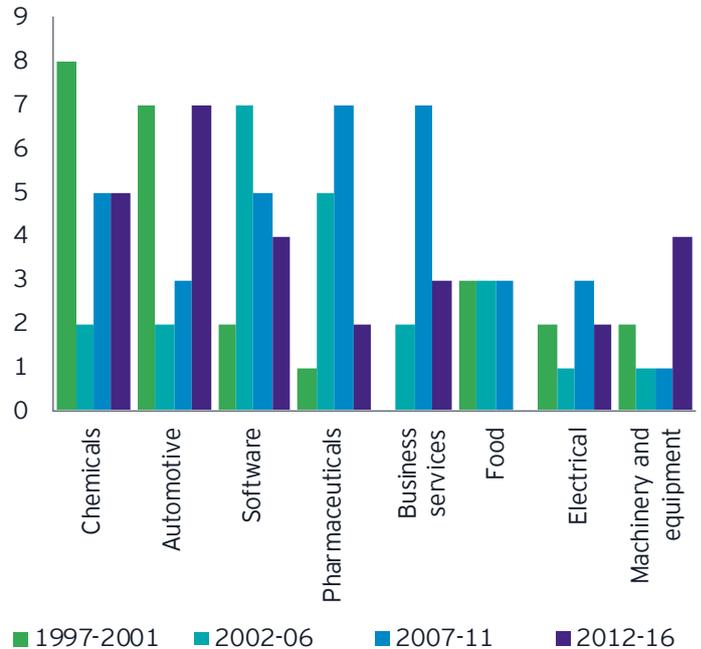
Number of FDI projects in LCR, and % of UK total



Source: EY European investment monitor, 2018.

Five sectors have created the most projects – most recently led by automotive:

Projects by sector, 1997-2016



Source: EY European investment monitor, 2018.

Key markets

North America – over the long term, the largest numbers of investment and research projects have arisen from the US. This trend is not diminishing and the lead of the US over other markets is such that the position is unlikely to be challenged in the medium term. The international linkages with the US through the Port of Liverpool also support eastern seaboard US as the most important focus for the LCR.

Germany represents the second strongest origin for investment and when combined with the position of

Germany as LCR's largest trading partner, the market represents a second priority.

Ireland – in the short term Brexit uncertainty in Ireland and the potential need to secure a UK base create an opportunity. When this is combined with the strong market and community linkages between the LCR and Ireland, there is a case for strengthened activity in further developing Irish economic linkages.

Conclusion: There is scope for the LCR to secure more business services and software investment and the most important market for FDI in the UK remains the US.

Trade

Exports from the LCR are below the national average, but reflect the activities of the primes in the City Region.

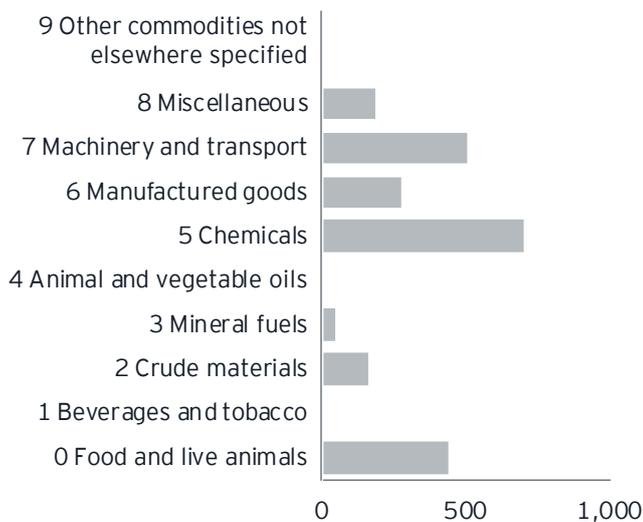
Summary:

- ▶ In 2016 exports from the LCR were about £2.3bn – this is below the UK average of 17% of GVA (£5.3bn). Just 2.3% of businesses in LCR export, ranking LCR 31st against other LEAs.
- ▶ The most significant trading partners are Germany, Ireland and the US. In the context of the expanded port

(and Brexit) there is a real opportunity for Liverpool to become an international gateway for Atlantic trade routes to the UK.

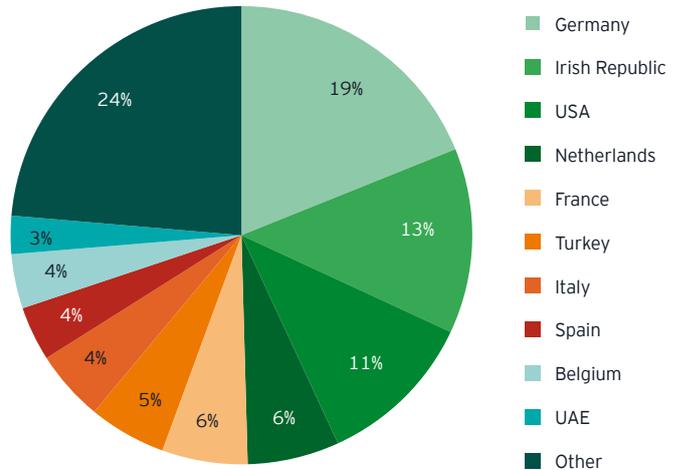
- ▶ Chemicals represents the sector with the highest value of exports, reflecting its importance to LCR's economy.

Exports from the LCR by sector, 2016



Source: HMRC export data for LEAs.

LCR exports by country, 2016



Source: HMRC export data for LEAs.

- ▶ Given the heritage of LCR, the Port is an important asset for the future economy of LCR – and in particular for internationalisation. LCR is ideally placed for any potential uptake in trade with the US post-Brexit – it is the principal port with links to North America within the UK and the only top ten UK port on the west coast (with the exception of Milford Haven which has focused on its position as a specialist oil and gas facility).

- ▶ Whilst no port is insulated from a Brexit economic downturn, Liverpool, with a greater focus on non-EU traffic, may be better positioned than most UK ports.

Key markets

Germany represents the largest trading partner by value of exports for the LCR.

Ireland and the US are also ranked in the top three locations for exports. Whilst individual businesses will have their own export rationales, the provision of support to help other businesses leverage existing strong export links with these countries could extend the export base of the LCR.

Other – Opportunities exist to support individual businesses to exploit Department for International Trade (DIT) High Value Opportunities identified overseas and this is an area in which the overseas posts of DIT are always keen to receive representations from credible, sufficiently resourced, export ready businesses. Where there are senior relationships in markets with a good fit with LCR's growth sectors (e.g., health and tech) such as India, these present opportunities for facilitated joint trade and investment activity.

Conclusion: Although export performance needs to improve, the Port provides opportunity for the LCR to capitalise on being a gateway for trade.

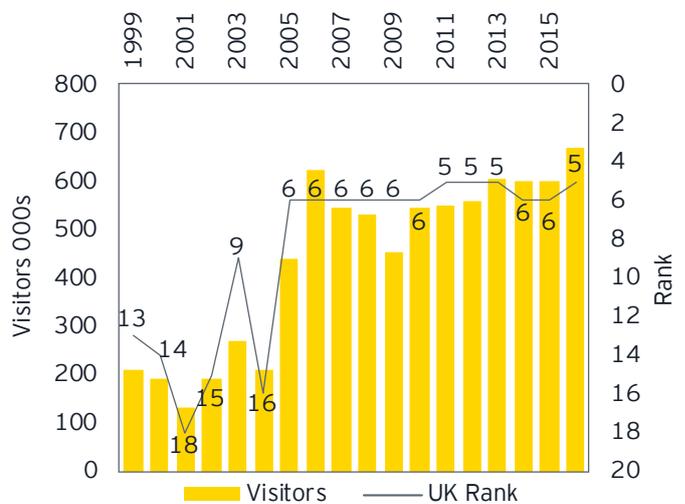
International visitors

Liverpool's strong global brand is effective in attracting international visitors.

Summary:

- ▶ Liverpool is extremely successful in securing overseas visitors, attracting an average of 550,000 per year over the last decade, making it the 5th/6th most popular city in the UK.
- ▶ In terms of spend and trip duration, the biggest markets are the US, Ireland and Australia.
- ▶ There is an opportunity to increase spend and duration, and to develop the business tourism offer.

International visitors to Liverpool and UK City Rank



Source: International Passenger Survey.

Origin of staying visitors to LCR 2016

	000s visits		000s nights		£mn spend	
1	Irish Republic	103	USA	335	Irish Republic	35
2	Spain	57	Australia	313	USA	24
3	Poland	54	France	297	Australia	21
4	USA	52	Irish Republic	257	Norway	19
5	Germany	48	Spain	233	Spain	16
6	Norway	34	Malaysia	213	Germany	14
7	Australia	32	Other Eastern Europe	162	Saudi Arabia	14
8	Netherlands	31	Germany	160	France	13
9	France	29	Italy	143	Italy	11
10	Other Eastern Europe	23	Poland	137	Switzerland	11

Source: Visit Britain.

- ▶ LCR ranks 5th in the UK – ahead of many larger City Regions – for annual international visitors.
- ▶ Liverpool has been positioned in the top five or six cities for overseas visitors since 2006, with annual overseas visitor numbers averaging 550,000 over the last decade. This highlights its attractiveness as a place to visit. However, there is scope to attract more business travellers and extend visitors' length of stay and expenditure.
- ▶ The City Region has also added a convention centre, enhancing LCR's ability to attract events relevant to business visitors.
- ▶ The largest number of overseas visitors to the UK are from (1) France, (2) US and (3) Germany. These countries also make up the top countries for visitor spend albeit in a different order (with US ranked first). Australians are the 10th most numerous visitors but the 4th largest contributors to visitor spending.
- ▶ The UAE and China are outside the top 20 for the number of visitors arriving but are placed 11th and 12th in terms of expenditure. The overall priority market for the LCR is therefore less clear - but can be better aligned with the target markets of the other activity streams through a broader marketing approach.

Key markets

North America – Work on other internationalisation streams have identified the importance of the US and, as the US also represents an important market in terms of tourism duration and expenditure, there is an opportunity to leverage wider internationalisation promotional work and extend the visitor economy message to the US.

The importance of the US in investment terms also aligns with the aim of increasing business tourism in the LCR in areas where the sectors of the LCR can be most effectively promoted.

Conclusion: International visitor numbers into the LCR are strong and there is an opportunity to drive length of stay and spend – whilst also aligning business visitor events with the opportunity sectors.

Overseas students

Overseas students are estimated to contribute c.£540mn to the LCR economy.

Summary:

- ▶ There are currently around 9,000 foreign students at Liverpool’s academic institutions, the majority at The University of Liverpool.

LCR university ranking in the UK, by proportion of overseas students

Rank	HE Institution	Student numbers	Overseas students	Proportion
	UK total	217,935	43,773	20%
14th	Liverpool School of Tropical Medicine	425	165	39%
40th	The University of Liverpool	27,775	7,310	30%
64th	The Liverpool Institute for Performing Arts	720	155	22%
138th	Liverpool John Moores University	21,875	1,140	6%
148th	Liverpool Hope University	4,940	205	4%
	Liverpool total	55,735	8,975	16%

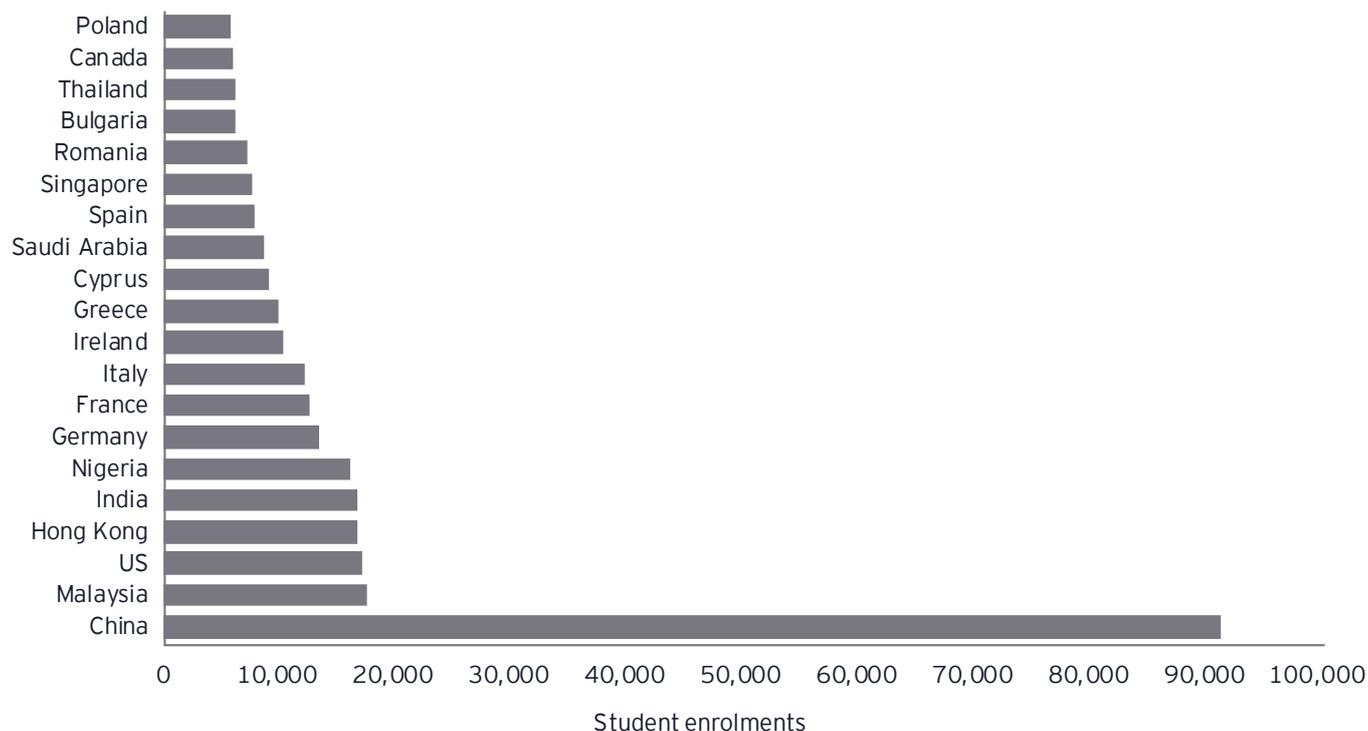
Source: HESA Statistics.

- ▶ Overall 430,000 overseas students are estimated to generate £25.8bn to the UK economy. This suggests that the Liverpool City Region generates close to £540mn from overseas students, but could generate a further £130mn if the HE Institutions collectively were able to attract the average proportion of overseas students per enrolment place.
- ▶ China provides by far the greatest numbers of overseas students for the UK.



Knowsley Hall

Overseas students in UK Universities 2015-16



Source: HESA Statistics.

Key markets

China – The Chinese market is the clear priority for work in attracting overseas students and continued work in developing this activity and the economic linkages that this could foster is the approach recommended for the Chinese market.

Other – It will be key to work with University leadership teams to align with their other target markets as these develop, ensuring a coherent approach.

Conclusion: Liverpool performs well in the attraction of international students and the key market is China – where LCR is a market leader.

Research and development

Research is a major aspect of the LCR economy; focus should be on commercialisation.

Summary:

- LCR benefits from a number of scientific and knowledge assets
- University of Liverpool itself brings in around £100mn of research funding per annum
- However, commercialisation of these assets to date has been mixed and represents a major opportunity

Top Universities for company establishment

Rank		Spinouts	Start-ups	Others	Total
1	University of Edinburgh	80	189	4	273
2	University of Cambridge	133	120	2	255
3	University of Oxford	147	23	0	170
4	Imperial College London	115	8	9	132
5	University of Strathclyde	61	57	5	123
7	University of Manchester	80	3	7	90
32	University of Liverpool	24	1	2	27
61	LJMU	4	0	2	6
101	Liverpool Hope University	0	0	0	0

Source: 'Spinouts'.

Russell Group University Income

Income rank	HE institution	Revenue £mn	Research grants and contracts	Proportion of revenue %	Overseas research and contract funding	Proportion of research grants and contracts %
1	University of Cambridge	1799	469	26	N/A	N/A
2	University College London	1357	530	39	80	15
3	University of Oxford	1322	537	41	160	30
4	University of Manchester	1009	262	26	41	16
5	Imperial College London	991	361	36	N/A	N/A
16	Cardiff University	505	101	20	16	16
17	University of Liverpool	493	94	19	N/A	N/A
18	Newcastle University	488	108	22	N/A	N/A

Source: latest published accounts of UK HEIs.

LCR secures significant research funding but is outperformed by others, such as University of Manchester and Edinburgh University, in the commercialising of research undertaken.

An important source of high value economic activity from university cities relates to how research is commercialised. This is particularly the case in high-tech sectors where in many locations, collaborative international research, and internationally relevant spin-out/start-up businesses emerge from research – institutions whose importance to LCR is widely acknowledged.

There appears to be an area of significant opportunity for LCR to commercialise the research taking place within its

universities, which could be enhanced through increased engagement with the business community and investors.

Aligned to the university offer, stakeholders were aware of the extensive 'Innovation ecosystem' (or knowledge assets) that operates across LCR. Most recognised were the knowledge assets established in health and life sciences in particular. There was less knowledge of the other strengths identified in the Science and Innovation Audit.

In general, the universities bring a large amount of research funding into the LCR albeit below the average proportion of income for Russell Group universities.

Conclusion: The strength of the Liverpool HEI community represents an opportunity to secure greater levels of funding and create more commercial activity.

5. Action plan

In order to make progress, a clear plan of action is required. This section sets out LCR's aspirational targets and presents the steps that, through coordinated collaboration, can help LCR make its international vision a reality.

Clear aspirations across each area ...

Foreign direct investment	Trade	International visitors	Overseas students	Research and development
Become a top 10 City Region destination for UK FDI	Capitalise on LCR as an international gateway to the wider UK economy	Grow the visitor economy by increasing business visitation and visitor value	Continue to grow international student numbers and strengthen alumni business networks	Build on and commercialise LCR's knowledge assets

... there is work to do

The summary below provides targets under each aspiration, which are informed by suitable UK benchmarks.

Foreign direct investment	Trade	International visitors	Overseas students	Research and development
Attract 19 new FDI projects annually into LCR, an increase from an average of 10 since 1997	Raise annual LCR exports to £5.3bn up from c.£2.3bn	Maintain or improve LCR's status as having the 5th highest level of international visitors	Raise the proportion of international students from c16% to reach the national average of 20%	Raise university income from research from 19% to the Russell Group average of 26% Improve start ups and spin-outs ranking from 32nd

The action plan to realise these aspirations

The table below summarises the actions that will enable LCR to make progress towards achieving its aspirations. This plan has been developed in consultation with stakeholders across the City Region and is informed by the resulting consensus on the most pressing constraints to achieving progress within each aspiration.

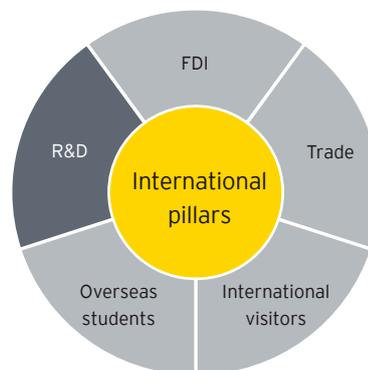
Each broad category of action is cross referenced against the primary aspiration which it aims to achieve.

Further detail for each of these broad actions is outlined in the remainder of this section.

	FDI	Trade	International visitors	Overseas students	Research and development
1 Focusing on entrepreneurship and commercialisation of the universities and knowledge assets					✓
2 Leveraging the City and Region's potential as an international gateway	✓	✓	✓	✓	✓
3 Extending, engaging and developing the international networks of the City Region	✓	✓	✓	✓	✓
4 Providing strategic account management to the LCR's largest firms ('the primes') to realise their potential and networks	✓	✓			✓
5 Developing a "One Front Door" to new investment and create protocols for enquiry handling and information sharing	✓	✓			✓
6 Maximising the potential of the visitor economy			✓	✓	

1. Increase the entrepreneurship and commercialisation of the universities and knowledge assets

- ▶ Asset communication: map LCR's research and development assets and improve communication of these assets within LCR and beyond.
- ▶ Liaison and brokerage: enhance networks between assets, universities, Innovate UK and businesses; work closely with sector managers and programmes; find commercial opportunities and bring them to the universities.
- ▶ Cultural shift: promote greater commercial culture in universities and knowledge assets through strong commercial partnership expertise.
- ▶ International promotion: develop the international offer of the five most proactive assets and university departments; co-develop value propositions and take them to market.
- ▶ International prospectus: develop large LCR knowledge initiatives (low carbon, Manufacturing 4.0 and large



regeneration schemes) into a prospectus for overseas investment for closely linked markets (Germany and Eastern US Seaboard).

- ▶ Programme and service development: determine what can accelerate innovation, the resources required, work with Innovate UK and incorporate new entrepreneurial modules into all student programmes.

2. Leverage the City Region's potential as an international gateway

- ▶ Study demand: for port and gateway related land, buildings and locations; understand these sites and their development opportunities.
- ▶ Opportunity analysis: of a range of factors, including general market trends, Brexit, logistics, aggregation, sectors and target markets – particularly USA and Germany.
- ▶ Convene a stakeholder sector group: to provide research into trends, barriers and opportunities in sub-sectors to focus inward investment activity related to the port and align with Local Authority planning strategy. Focus activity by creating deeper relationships with core markets of USA, Germany, Ireland.
- ▶ Lead generation and account management: work with partners, especially the Port and Airport, and with the Department for International Trade (DIT), to develop prime account management and develop propositions. Work with Local Authorities and the private sector to establish stronger networks and identify supply chain and SME⁴ opportunities.



- ▶ Flight development: Link DIT into Liverpool John Lennon Airport and explore opportunities for flight development in the target markets of Germany and USA.
- ▶ Communications: ensure that the current Global Logistics Hub proposition is used consistently and more widely in all the international work of LCR rather than only as a sector initiative; encourage clear articulation of the LCR offering through strategic promotion activity.
- ▶ Product development: develop a clear offer considering sites, skills, networks and transport infrastructure; longer terms consider forming a port-related Development Corporation.

⁴ Small and medium sized enterprises

3. Extend, engage and develop the international networks of the City Region

- ▶ Map the diaspora: understand the foreign connections LCR has and create a system for maintaining contact and encouraging commercial networking. For example, with LCR born business people, university alumni, exporters and global companies.
- ▶ Understand the diaspora: where are they? (Start with London, Ireland, Germany and USA). What do they want or need, what information, in what frequency, detail and format?
- ▶ Engage the diaspora: develop an engagement strategy that capitalises on different promotion routes, such as businesses and universities, LCR's football clubs, LCR managed social media and events; work with universities to engage with students, such

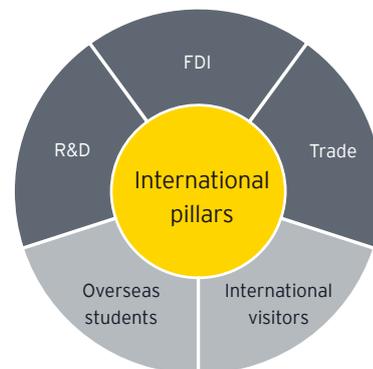


as via a visitor economy portal for the extended families of overseas students.

- ▶ Share content with the diaspora: update the diaspora with targeted LCR-related content; connect overseas students and alumni to employment and business opportunities; maintain a focus on LCR's sector and internationalisation strengths.

4. Provide strategic account management to the primes to realise their potential and networks

- ▶ Select the primes: identify and agree ten initial prime accounts which are crucial to the economy. Work with Local Authorities to determine appropriate points of contact.
- ▶ Understand the primes: research into each prime to establish the drivers and risks to local investment.
- ▶ Engage the primes: establish an account plan, support team and reporting process; develop frameworks to support the aims and long-term plans of the prime; coordinate senior resource from Local Authorities, LEP and Combined Authority, to develop close working relationships.
- ▶ Support the primes: provide focussed and multi-faceted support; develop ecosystems, including universities and SMEs, and facilitate investment; gather CEOs together twice annually for internationalisation activity and aims discussion.



- ▶ Supply chain development: work with primes to explore potential for growing local supplier presence and export collaboration.

5. Develop a “One Front Door” approach and create protocols for enquiry handling and information sharing

- ▶ FDI: establish a protocol for enquiry, registration, handling and information sharing across the LEP, Local Authorities and other agencies.
- ▶ Data register: create and maintain a consistently used register of sites and property, sector information, skills, infrastructure, networks and funding information to help build bespoke proposals with Local Authorities.
- ▶ Provide export support for LCR businesses: create a brokerage model via the Growth Hub to establish one front door for export support, providing introductions to a range of commercial business development organisations to support their overseas work; identify key organisations, DIT points of contact, high growth SMEs and current exporters and develop export plans, working with DIT to identify high value opportunities.
- ▶ Coordination of international activity: work with the private sector and universities, focusing on markets or propositions where LCR has an active compelling business interest and there is growth potential; leverage LCR’s relationships within target markets.



- ▶ Knowledge sharing: create an LCR working group to meet regularly to share information, develop initiatives and improve processes.
- ▶ LCR branding: share LCR branding material and updates; create a one-page profile for prospective employees on LCR opportunities (business and living environment) and make available for recruitment packs for all employers to download and use. Develop LCR project initiatives (low carbon, digital infrastructure, manufacturing 4.0, larger regeneration schemes) into a prospectus for overseas investment for closely linked markets (Germany and Eastern US Seaboard).

6. Maximise the potential of the visitor economy

- ▶ Increase visitor value: align with destination strategy to lengthen the stay and per night spending of visitors.
- ▶ Grow commercial visitation: increase business tourism by aligning conferences to key sectors and engaging universities, key institutions and businesses to develop a programme.
- ▶ Incorporate the wider region: develop the overseas visitor offer into a 'Liverpool and' proposition incorporating the wider City Region and hinterland.





Dr Rob Cooper, Liverpool Heart and Chest Hospital NHS Foundation Trust. Liverpool City Region is advancing the clinical use of 3D printing technology to improve patient care.

Image courtesy of Innovation Agency

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