



Developing Cheshire and Warrington's value proposition

Invitation to tender

September 2017

1. Purpose of commission

Cheshire and Warrington Local Enterprise Partnership (C&WLEP) is seeking to appoint consultants to prepare an overarching investment value proposition for the sub-region along with a specific value proposition for the Cheshire Science Corridor and the LEP's six key target sectors.

2. Background and context

Cheshire and Warrington has recently launched its refreshed Strategic Economic Plan which sets out the sub-region's growth ambitions to 2040. The refreshed SEP sets out the high-level vision and aspiration to double the size of the Cheshire and Warrington economy by 2040.

Quality of place

We have recognised the role that quality of place plays in contributing to our economic success and helping us to achieve our growth ambitions, particularly in attracting and retaining businesses and talented people. There is an increasingly clear link between economic success and creating attractive, vibrant places that people want to live in; more specifically creating the kind of places that creative, entrepreneurial people want to live and work in is seen as a key factor in growing a modern economy.

On the face of it, Cheshire and Warrington lacks many of the elements that the prevailing wisdom deems a prerequisite for economic success in the 21st Century, such as a major UK city, a local research-intensive university or established local transport system (i.e. metro/tram system). The commonly held perception of Cheshire and Warrington is that it is largely a 'dormitory' serving the nearby cities of Liverpool and Manchester. And yet, the region is amongst the best performing economies outside of London; it is the top performing LEP area in the North (in terms of GVA per head); and we are actually a net importer of workers, with around 15,000 more people travelling into the region to work every day than going out.

However, we cannot rest on our laurels. Competition for investment between UK regions and internationally is fierce, especially in light of Brexit and many of the UK's cities and regions are investing heavily in their brands and investment offerings. At the same time, there is an increased expectation from government for UK regions to present themselves in the best light and to make an active contribution to DITs trade and investment activities, including the Northern Powerhouse and the GREAT brand and campaigns. It is fair to say that we haven't always marketed Cheshire and Warrington as a cohesive sub-region to prospective investors (existing businesses, inward investors and skilled labour) and to a certain extent we are playing catch-up with some of our regional and international competitors.

In 2016, the LEP commissioned KPMG to report on the growth benefits of quality of place which concluded that:

- Cheshire and Warrington has an exceptionally high quality natural environment, coupled with a high quality housing offer (although this does vary across the sub-region).
- The quality of the built environment is mixed but improving - particularly with city and town centre regeneration schemes in Chester, Warrington and Northwich

- The region's infrastructure is exceptional, although public transport connections between towns within Cheshire and Warrington is weak.
- Diversity in the LEP's population is significantly less than the UK average and population growth in the 'working age' bracket (16 - 64) is one of the lowest in the UK. However, the level of skills and education are extremely high compared to the rest of the UK and the best in the North West.
- There is a strong cultural offer, especially in Chester and many of the town in Cheshire and Warrington, in particular through independent retail and locally produced food culture.
- There are pockets of strong sporting culture
- The restaurant and night time economy offer is strong in small pockets across the sub-region.

The LEP has recently established a Quality of Place workstream and working group to develop a quality of place strategy. This strategy will primarily focus on those physical interventions required to maintain or improve the quality of place across the sub-region, including:

- High quality, vibrant town and city centres
- An area offering high quality urban and rural places
- A balanced, well-functioning housing market
- One of the best-connected places in the UK (digital, road, rail, air and sea)
- A place where it is easy to do business, including a comprehensive business support landscape
- A place where innovation and new thinking is encouraged and supported
- An area that has successfully transitioned to a low carbon economy

In addition to these physical components, a key element of the quality of place strategy will be the development of a clear and coherent approach to 'place marketing' including a clear Cheshire & Warrington brand and inward investment offer.

The Cheshire Science Corridor

The Cheshire Science Corridor is one of the LEP's key economic development initiatives and primary locations for inward investment. We are in the process of developing the investment programme, marketing strategy and collateral for the Science Corridor.

Cheshire and Warrington has some of the most significant science based assets in the north of England, some of which are of global importance in key growth sectors including: advanced scientific analysis and research; pharmaceuticals R&D and manufacturing; chemical engineering; energy and nuclear engineering; radio-astronomy and astronomy. Collectively these assets form the Cheshire Science Corridor, a crescent that crosses the northern part of the Cheshire and Warrington sub-region, linking together a number of nationally and internationally significant science and technology assets:

- **Alderley Park** - World class life sciences research hub renowned for the discovery and development of innovative new medicines, including Beta Blockers, was the base for Astra Zeneca's R&D function but now home to over 150 life sciences businesses, the national Anti-Microbial Resistance Centre (AMR) and the Medicines Discovery Catapult.

- **Birchwood Park** – established and diverse science and engineering business location and recognised as one of the most successful centres for Nuclear Services in the UK including the National Nuclear Laboratory, the Nuclear Decommissioning Authority, Sellafield Ltd’s Design Engineering Centre, Rolls-Royce Nuclear, Atkins, Amec Foster Wheeler, AECOM and Nuvia.
- **Capenhurst Technology Park** - a cluster of leading companies at the site of the former Electricity Council Research and Development Centre, adjacent to URENCO’s uranium enrichment and nuclear waste treatment plant.
- **Hurdsfield** - home to chemical specialist BASF Performance Products and Astra Zeneca’s second largest global manufacturing operation employing 2,500 staff producing products for 130 global markets, accounting for 1% of all UK exports.
- **Jodrell Bank** – home to the University of Manchester’s Centre for Astrophysics and the global HQ for the Square Kilometre Array, the world’s largest radio telescope.
- **Protos** – where Peel Environmental is creating a nationally strategic energy hub including the Frodsham Wind Farm, energy from waste facility, biomass facility and environmental technologies including resource recovery.
- **Sci-Tech, Daresbury EZ** - the Science and Technology Funding Council facility at Daresbury just over the border in the Liverpool City Region, benefiting from £300 million of investment in supercomputing - £200 million of which is coming from IBM.
- **Thornton Science Park** - formerly Shell’s European Research HQ and home to the University of Chester’s Faculty of Science and Engineering and the Thornton Energy Research Institute.

The LEP was awarded Enterprise Zone (EZ) status for a number of identified sites within the Cheshire Science Corridor in September 2015, which came into operation on 1st April 2016.

Our ambition is for the Cheshire Science Corridor to be an internationally renowned science and technology cluster and a major driver of future business growth in the sub-region. To this end we are currently in the process of preparing our marketing collateral and updating our website (www.cheshiresciencecorridorez.com) and we need expert support to help us develop the value proposition and key marketing messaging of the Science Corridor for potential inward investors from the UK and overseas.

3. Scope of services

The aim of this commission is to support the LEP to develop an overarching investment value proposition for the Cheshire and Warrington region and to develop a specific investment value proposition for the Cheshire Science Corridor and sector value propositions for the LEP’s key target sectors. The scope for the three elements of the commission is described in detail below.

Cheshire and Warrington value proposition

The focus of this strand of work will be to develop an overarching value proposition for Cheshire and Warrington that will identify and articulate the unique differentiator(s) of the sub-region as a whole. We appreciate that Cheshire & Warrington is a diverse region with a diverse offering, but what we are seeking here is to identify the 'essence' of the region - those attributes that are

common across the region which can be used as a high-level brand/message. It will focus on the development of an overarching narrative/story for Cheshire & Warrington that can be used across a range of marketing platforms and campaigns aimed at the following audiences (although primarily the first two):

- Existing and prospective businesses and investors
- Existing and prospective residents
- Visitors

In developing the overarching value proposition, the consultancy team should:

- Benchmark Cheshire and Warrington against other UK regions and international comparators
- Identify external perceptions of Cheshire and Warrington amongst key influencers and investors
- Identify our key assets
- Identify our target markets
- Identify our competitive advantages

It should be noted that we are not looking for a brand, logo or strapline, but rather a framework of our unique attributes that articulates who we are and why businesses and individuals should visit, invest, work and live in Cheshire and Warrington.

Science Corridor value proposition

The value proposition for the Science Corridor will draw on the overarching Cheshire & Warrington value proposition but will focus the specific attributes and benefits of the Science Corridor. The value proposition will identify the key benefits and differentiator(s) of the Cheshire Science Corridor in the following areas:

- Overarching narrative/story
- Physical/infrastructure assets
- Workforce attributes
- Clustering/supply chains
- Connectivity
- Knowledge and R&D base
- Business support
- Potential benefits to incoming investors

We expect the consultancy team to benchmark the Cheshire Science Corridor against other national and international science and technology clusters, identify how successful science and technology clusters differentiate themselves and advise us on how to best position the Cheshire Science Corridor on the international stage.

Sector value propositions

The third element of the commission will be to drill down into the LEP's key target sectors, which are:

- Advanced manufacturing/engineering
- Energy and nuclear
- Financial and professional services
- Life sciences

- Logistics

The sector value propositions will identify:

- Sector trends and drivers
- Sector strengths and weaknesses
- Opportunities in niche sub-sectors that the region can/should focus on
- Key investment drivers in these niche sub-sectors
- Competitor regions in the UK and overseas

The appointed consultants will also provide advice and guidance on the following:

- Target markets and audiences
- Marketing strategy and tactics
- Key messages
- Investment tools and packages

Please note that we are not looking for lengthy data-heavy sector reports, but rather short, punchy sector value propositions that provide genuine added value and insight.

4. Reporting and key deliverables

The consultancy team will work to a client group drawn from the Quality of Place workstream, the Cheshire Science Corridor EZ Board and the Inward Investment & Account Management Group. Day-to-day management of the commission will be led by the LEP's Growth Director. The consultancy team will not be expected to undertake extensive interviews or consultations with local partners. Rather, we envisage engagement through a series of design workshops. Consultants should reflect on this and allocate appropriate time and resources in their proposals.

We are not looking for extensive technical reports for this commission. Rather, we are seeking to work in close collaboration with the appointed consultancy team to co-design the Cheshire Science Corridor value proposition and individual sector propositions. As such the key deliverables for this commission will be rigorous intellectual input into design meetings and workshops, obviously backed up by robust desk-top research and analysis where necessary/appropriate. The appointed consultant will be expected to provide the following deliverables:

- A base of solid facts and killer stats that support our propositions
- Working papers/briefing notes
- Short sector proposition reports
- Key facts and statistics that can be used to develop marketing collateral
- PowerPoint presentation(s)

Reporting will be in PowerPoint slide decks or short working papers, rather than a single end-of-study report. There will be a requirement to make a final presentation to the EZ Board.

5. Timescales

- Issue brief for procurement – Thursday 07 September 2017
- Deadline for submissions – Monday 25 September 2017
- Interviews (if required) – Friday 29 September 2017

- Appointment of consultant – Monday 02 October 2017
- Inception meeting – Wednesday 04 October 2017
- Delivery of final presentations – January 2018

6. Budget

A total budget of **£45,000 (inclusive of expenses but exclusive of VAT)** has been identified for this commission.

7. Submission requirements

Bidders are required to submit tenders in an electronic format (i.e. MS Word/PDF) setting out the following:

- Approach and methodology to the commission
- Track record of undertaking similar commissions
- The proposed consultancy team, their qualifications, expertise and relevant experience
- Your approach to project management and quality assurance, including a project plan and timetable
- A breakdown of costs by task and team member and disbursements

Submissions should be sent via email to: john.adlen@871candwep.co.uk. The deadline for submissions is **17:00 on Monday 25 September 2017**.

8. Evaluation of tenders

Proposals will be scored against the following criteria, from a maximum of 100 marks weighted as follows:

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| Knowledge and expertise of regional economic development and inward investment | 25 |
| Experience of successfully delivering similar commissions | 25 |
| Content, delivery and originality of approach | 20 |
| Cost | 20 |
| Staff experience | 10 |
| Total | 100 |

10. Pricing

All prices must be fixed and firm, quoted in pounds sterling and exclusive of VAT. Tenders should detail any ancillary costs and expenses included in the price.

11. Financial arrangements

Payments for services covered by this invitation to tender will be on submission of appropriate invoices, subject to Cheshire & Warrington LEP's standard payment terms. Invoicing arrangements will be agreed with the successful provider following the award of the contract

12. Contract

A contract will be awarded to the tenderer whose proposal is deemed to be the most economically advantageous subject to agreement on conditions of that contract. Please note that the LEP reserves the right to cancel the tender process at any time prior to a contract being entered into. Cheshire & Warrington LEP is not bound to accept the lowest price or any tender submitted.

13. Further information and queries

If you require any clarifications relating to the information contained within this invitation to tender please contact John Adlen (contact details below) after 18 September. Responses to requests for clarification may not materially change any of the elements of the tenders submitted. Any additional information provided by the LEP as a result of requests for clarification will be made available to all potential bidders via the C&WLEP website – www.871candwep.co.uk

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Appendix A: Map of Cheshire Science Corridor

