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# SuperPort Action Plan

## Delivering Economic Growth

2011-2020

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# SuperPort Committee Members

The Liverpool City Region SuperPort Committee is a private sector led group established to drive forward SuperPort to deliver business growth and job creation.



Peter Nears  
SuperPort Committee  
Chair  
Peel Holdings  
(Management) Ltd



Steve O'Connor  
SuperPort Committee  
Deputy Chair  
Stobart Ports



Joe Przeworski  
Ineos Chlor Limited



Jim Teasdale  
Mersey Maritime  
Group



Barry Flynn  
Ernst & Young



Gary Hodgson  
Peel Ports (MDHC)



Andy Wallis  
Sefton Council



Kevin Adderley  
Wirral Council

### TMP – Executive Team (SuperPort)



Lorraine Rogers  
Chief Executive



Mark Basnett  
Director of  
Investment



Mark Butchard  
Strategic  
Development Manager

# Executive Summary

The opportunities for SuperPort are global and can transform the economy of Liverpool City Region.

Built on its history as a great maritime trading centre; Liverpool City Region's ports, airport, road, rail and logistics assets, together provide an established economic driver.

New, lucrative markets are emerging from Brazil to China and from Russia to India. Technological advances such as widening the Panama Canal to accommodate the world's largest vessels are opening up new trade routes.

Businesses are placing increasing emphasis on moving people and freight both at the lowest possible cost and at the lowest possible carbon output.

Retailers and manufacturers are increasingly seeking port centric locations close to large centres of population to base value-adding activities and distribution, reducing freight costs and duplication in the handling of goods and reducing the time goods take to reach the customer.

Liverpool City Region, with its central position in the UK, and situated in the largest economic region in the UK outside of London, is an ideal location to take advantage of these trends, offering a cost-efficient, low carbon SuperPort delivering compelling, competitive advantages for business.

The opportunities for SuperPort are global in scale and have the potential to transform the Liverpool City Region economy. This SuperPort Action Plan contains over £1.8bn of new infrastructure developments that will build upon existing assets to

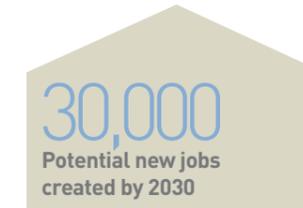
stimulate economic growth and job creation and raise the profile of the City Region as a gateway of international stature. These projects include the development of a deep-water Post Panamax in-river terminal at the Port of Liverpool and the expansion of 3MG, the Multimodal Gateway operated as a partnership between Stobart Group, Prologis and Halton Borough Council.

Economic analysis by AMION Consulting (p14), based on available trend and capital investment project intelligence, has forecast the potential for over 21,000 new jobs and an additional £6.1bn of GVA to be created through SuperPort by 2020 and nearly 30,000 new jobs and an additional £18.3bn of GVA by 2030.

Alongside the physical infrastructure, the Action Plan sets out the operational programme for engaging ports, carriers, importers, exporters, manufacturers and retailers and their current and prospective supply chains with SuperPort, creating new markets and transforming existing ones, for their benefit and that of the Liverpool City Region.

The plan will be driven forward by the SuperPort Committee and Panel which comprises leading figures from the port, logistics and wider business community and public sector, working with the Executive Team from The Mersey Partnership.

### SUPERPORT COMMITTEE





# Creating a SuperPort in Liverpool City Region

New and expanding international markets, and the drive to develop cost-effective means to serve them, present exciting new opportunities.

Liverpool City Region has a unique maritime history stretching over 500 years and reaching out across the world.

New and expanding international markets, and the drive to develop innovative and cost-effective means to serve them, present exciting new opportunities.

The Port is handling more cargo than at any time in its history, Liverpool John Lennon Airport continues its impressive performance and the logistics industry across the region is flourishing.

Major capital investment, led largely by the private sector, is at the core of developing SuperPort. It will create an infrastructure with the capacity to handle significantly higher volumes of freight and passengers and support thousands of new and existing jobs.

The cost and carbon efficiency of operating within SuperPort will stimulate demand across national and international markets, with investment in infrastructure being driven by the potential to secure significant business growth and expansion. This growth will contribute to the rebalancing of the Liverpool City Region economy from public sector dependency to private sector driven investment. SuperPort can also play a role in rebalancing the national economy by encouraging growth within the North.

To achieve this SuperPort will focus on a number of highly significant trends and schemes that collectively make a compelling case for SuperPort.

## WIDENING OF PANAMA CANAL

In 2015 the Panama Canal will have been widened to allow much larger vessels to cross from the Pacific to the Atlantic and vice versa. This will open up new highly lucrative markets for Atlantic facing ports with the right infrastructure to handle them. The Mersey ports are ideally positioned to exploit this opportunity.

## CONTAINER GROWTH

Long-term forecasts suggest that national container volumes will continue to grow significantly over the next 20 years with the continued migration of production of consumables to low cost economies<sup>1</sup>. China will continue to dominate the market for consumables imported into the UK by major retailers, coupled with the increasing economic impact on the world of all the BRIC countries (Brazil, Russia, India and China). Liverpool City Region has an opportunity through SuperPort to develop new and lucrative trading relationships in these markets. (BRIC forecast GDP growth for 2010 was buoyant, with Brazil 6.5%, Russia 5.5%, India 8.2%, China 11.1% compared to UK at 3%)<sup>2</sup>.

## RENEWABLE ENERGY

Proposed investment in wind farms around the coast of the UK supported by major corporate giants such as Centrica and E.ON offer high value opportunities in manufacturing and logistics across Liverpool City Region. These investments are estimated to be worth over £100bn in economic value for the UK and £15bn<sup>3</sup> for the Irish Sea Zone alone. The City Region is also well-placed to develop a servicing role for this emerging sector.

## PORT CENTRIC LOGISTICS - RETAILERS

The growing importance of ports in supply chains is likely to generate more demand for warehousing linked to Port Centric Logistics which, in turn, is likely to lead to more demand for warehouses at, or close to, major ports and/or at multi-modal inland port locations. Existing evidence suggests that a Port Centric Logistics model involving a National Distribution Centre (NDC) at the port of import can significantly reduce total transport distances and costs compared with a traditional NDC model, where imported products are transported from port to a centrally located NDC before onward distribution to retail stores.<sup>4</sup>

Liverpool City Region already has a sizeable array of national brand retailers such as Shop Direct, Home Bargains, Matalan and B&M that have major distribution centres close by, taking advantage of the benefits of the location.

## COST/CARBON/CONGESTION REDUCTION

In the face of increasing fuel and road freight costs and carbon reduction targets, businesses are actively scrutinizing how to reduce their road mileage and with it their costs and carbon impact. Movement of goods by water and rail is much more cost and carbon efficient per mile than by road.

Given Liverpool City Region's central location for UK and Ireland, and the connectivity of the Port, Ship Canal and rail/road hubs to the strategic transport network, it provides a highly competitive position for the onward distribution of goods, enhanced further by being easily within one truck day of the largest economic catchment area outside of London. SuperPort can enable business to exploit these competitive advantages themselves and for the benefit of Liverpool City Region.

## BUSINESS DEVELOPMENT

SuperPort is far more than simply a collection of port, airport and logistics infrastructure. It is a facilitator for growth for the wider business community and an agent for improved business competitiveness. Liverpool remains a centre for shipping services from legal services to freight forwarding and as international trade grows there are significant opportunities to build upon these traditional strengths.



## Existing assets & capabilities

Liverpool City Region already has a formidable portfolio of port, airport and logistics related infrastructure and core capabilities, providing a firm foundation for the future development of SuperPort.

### ECONOMIC IMPACT

The existing maritime and logistics sectors across the Liverpool City Region support approximately 34,000 jobs and generate

a GVA of about £1.1 billion per annum<sup>5</sup>. This contributes over 5% of the City Region's GVA and provides higher average GVA per employee at £34,600 compared to a Liverpool City Region average of £26,000<sup>6</sup>.

### SHORT SEA SERVICES - NATIONAL HINTERLAND

Uniquely in the North of England, the Port of Liverpool serves a national catchment for

cargo from both the Irish Sea Roll-on/Roll-off and the traditional deep sea Load-on/Load-off markets. Based on inland road and rail costs, for the inland distribution of deep sea containers Liverpool provides the most competitive location of any of the UK deep sea container ports because of its central location for the major UK markets and particularly so for the North.

### PORT OF LIVERPOOL

The Port of Liverpool, part of the Peel Ports Group, is the most important UK deep sea container port for container services between Great Britain and North America. It is ranked 7th in the UK in terms of total tonnage, with 30 million tonnes per annum, and 4th largest for container traffic with a growth rate of 35% since 2002<sup>7</sup> to nearly 700,000 TEUs<sup>8</sup> per annum.

Integrated into the activities of the Port, the Manchester Ship Canal is ranked 19th in the UK in terms of traffic volumes, handling 8 million tonnes per annum. The canal almost exclusively serves short sea shipping and provides inland waterway access for short sea and coastal vessels towards Manchester. Plans are in place for logistics developments at various sites along the canal.

Liverpool has a critical mass of shipping services (mainline or feeder) including a number of major shipping lines/carriers making regular calls including ACL, CMA CGM and MSC<sup>9</sup>.

The port facilities include the dock system in Liverpool itself, Birkenhead Docks, Tranmere Oil Terminal and the Bromborough riverside berth, the latter owned by the Victoria Group. It is a major unitised port, with high value and historically high growth Load-on/Load-off and Roll-on/Roll-off traffic accounting for 37% of its total traffic in tonnes, as compared with 28% for ports nationally.

The Twelve Quays Ferry Terminal, located on the Wirral in Birkenhead, is used for transporting passengers and freight between Liverpool City Region and Belfast. The terminal has a floating landing stage in the river that can accommodate two Roll-on/Roll-off ferries at the same time.

### LIVERPOOL JOHN LENNON AIRPORT (LJLA)

LJLA is one of the UK's busiest and fastest growing airports, serving almost 5.4m passengers<sup>10</sup> in 2009. Passenger numbers have increased seven fold since 1995, with the airport moving from 20th to 10th busiest airport in the UK. During 2010 Vancouver Airport Services acquired a 65% share in Peel Airports Limited.

Liverpool Port is ranked 7th in the UK in terms of total tonnage



Liverpool John Lennon Airport is one of the UK's busiest and fastest growing airports, serving almost 5.4m passengers in 2009

### EXISTING SUPERPORT PORT, AIRPORT AND LOGISTICS INFRASTRUCTURE

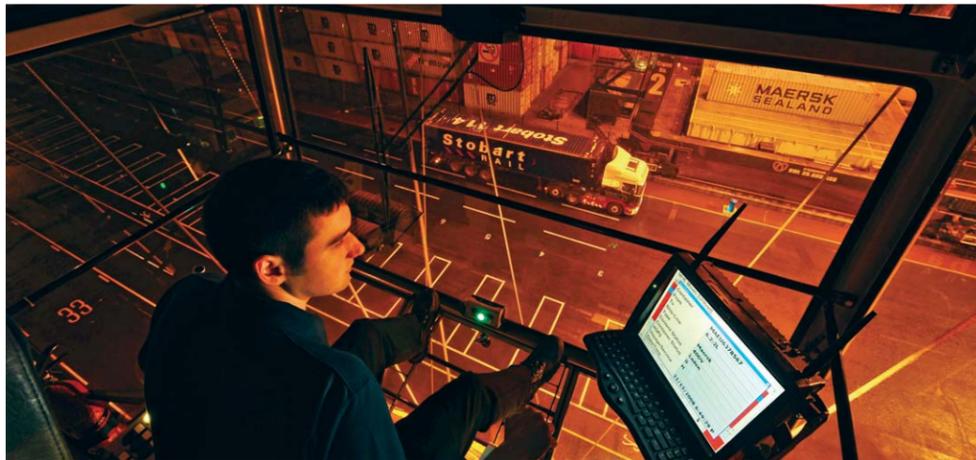


£1.1bn  
GVA currently generated per annum by the Maritime and Logistics sectors

34,000  
Jobs currently supported by the Maritime and Logistics sectors across Liverpool City Region

[5] MDS Transmodal - Liverpool SuperPort Economic Trends Study (2009)  
[6] Fisher Associates - The Maritime Sector on Merseyside, Economic Impact Study (2007)

[7] MDS Transmodal - Liverpool SuperPort Economic Trends Study (2009)  
[8] TEU - Twenty Foot Equivalent Unit (standard container size)  
[9] King Sturge - Property Supply & Demand Audit for Liverpool SuperPort (2010)  
[10] MDS Transmodal - Liverpool SuperPort Economic Trends Study (2009)



### MERSEY MULTIMODAL GATEWAY (3MG)

Major rail freight distribution park located in Widnes, which provides rail connected distribution centres and an on-site intermodal rail freight terminal. The terminal handles approximately 60,000 containers per annum between road and rail and currently there are 75,000 sq metres of existing warehousing facilities, with outline consent for a total of 180,000 sq metres of new buildings, rising eventually to a total provision of 350,000 sq metres.

### CAMELL LAIRD

Since 2005 Cammell Laird Shiprepairers & Shipbuilders Ltd has significantly expanded with extensive ship repair and construction contracts in place, including construction of sections of the Royal Navy's aircraft carrier Queen Elizabeth. It is looking to diversify its activity into nuclear and offshore wind energy fabrications and installation and is set for substantial further growth.

### PORT OF GARSTON

Located to the south of the city, the Port of Garston handles some 0.5 million tonnes of cargo per annum composed of a variety of short sea and coastal bulk cargoes.

### FREIGHTLINER FACILITY

Freightliner's Terminal at Garston is an intermodal rail freight terminal that receives and dispatches maritime container trains to and from major deep sea container ports such as Felixstowe and Southampton. Containers are loaded and unloaded at the terminal, sometimes stored for a short period of time, and then transported by road to/from their origin/destination in Liverpool City Region.

### KNOWSLEY RAIL FREIGHT TERMINAL

The Potter Group's Knowsley Rail Freight Terminal provides 15,500 sq metres of insulated warehouse space with an on-site intermodal rail freight terminal located in close proximity to the junction of the M57 and East Lancashire Road (A580).

### SPEKE AUTOMOTIVE FREIGHT TERMINAL

The Speke Automotive Freight Terminal, a major car distribution site leased by the Ford Motor company, is the only distribution hub for the company servicing Northern England and Scotland by road and rail. This site handles cars from Jaguar Land Rover for export to continental Europe and as a North West distribution site for cars imported into the UK.

### DIVERSE CARGO MIX

As deep-water ports that are located close to major conurbations, the Mersey ports have a diverse but balanced mix of commodity types<sup>11</sup>:

- Roll-on/Roll-off – 6.53m tonnes (6.9% of UK traffic)
- Containers – 4.2m tonnes (7.8% share of UK traffic)
- Dry bulks (steel, animal feeds, grain, fresh produce, general bulk and salt) – 8.14m tonnes (8.2% share of UK traffic)
- Liquid bulks (edible oils, chemicals, petroleum and fuel) – 17.6m tonnes (7.3% share of UK traffic)

This mix means the port is not reliant on one commodity type and can ride dips in some markets if others remain buoyant.

### FERRY PASSENGERS

Albeit the fact that the passenger market is now dominated by low cost airline services, the Port of Liverpool handles some 0.65 million passengers and 160,000 cars per annum on the ferry services between UK and Ireland<sup>14</sup>. In addition Liverpool is a well established route to the Isle of Man.

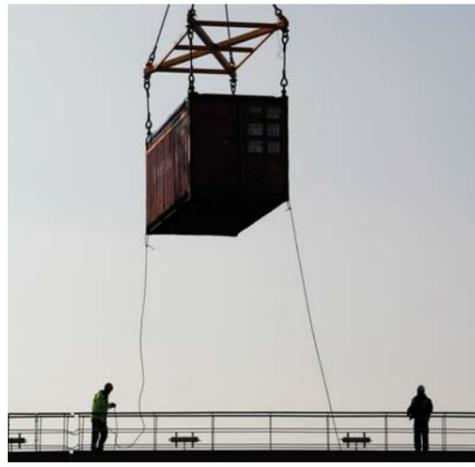
### PROFESSIONAL SERVICES

Liverpool City Region has a professional services sector built on the existing and historic strengths that Liverpool City Region has in maritime professional and business services markets. As it progresses SuperPort will require a highly skilled technical workforce that will exploit these high growth sectors.

Currently 14% of jobs associated with SuperPort are in financial intermediation<sup>13</sup>. It is anticipated that SuperPort, through the major project developments, will provide a stimulus to the professional services sector. This will have an additional impact in the real estate market and boost the construction sector.

Liverpool City Region's extensive ICT sector is already developing innovative digital infrastructure and achieving greater integration in logistics services. The resulting process efficiencies will make SuperPort more cost effective for the end customer.

(11) Fisher Associates - Assets & Capabilities Audit for Liverpool SuperPort (2010) – data for 2009  
 (12) MDS Transmodal – Liverpool SuperPort Economic Trends Study (2009)  
 (13) MDS Transmodal – Liverpool SuperPort Economic Trends Study (2009)  
 (14) King Sturge – Property Supply & Demand Audit for Liverpool SuperPort (2010)



A 4 hour HGV journey from the Port of Liverpool can reach 14.1 million households and a 34 million catchment population

#### WAREHOUSING SPACE

According to 2010 estimates there is 4.4 million sq metres of warehousing floor-space already in existence in Liverpool City Region and close to ports/airport or along the Manchester Ship Canal corridor. Of this, 0.5 million sq metres is currently available and suitable for logistics use in 40 units of 5,000 sq metres and over. For future SuperPort development there is 723.9ha of land potentially available for logistics use<sup>14</sup>.

Around 7% (51.4 ha) of the identified land in the planning pipeline in Liverpool City Region is of the highest quality and is unconstrained and capable of being brought forward for development in the short-term, whilst a further 19.2% (138.9 ha) is good quality and developable over the medium term.

Only a small proportion of the existing available warehouse stock is in high quality large units (over 20,000 sq metres) and this needs to be addressed if demand is to be effectively met in the future.

As speculative warehouse development locally (and nationally) is very limited, work will be necessary to ensure suitable sites are available for development and can be progressed rapidly to meet demand.

#### WORKFORCE SUITABLE FOR LOGISTICS OPERATIONS

Liverpool City Region has some major advantages for the location of logistics operations, including<sup>15</sup>: -

- A 4 hour HGV journey the 14.1m households and 34m catchment population is highly competitive with Felixstowe (12.7m households, 30.1m population) and Southampton (15.0m households, 36m population)
- Distribution sector salaries are highly competitive for Management (£28k) and Core Warehouse Staff (£15k) compared to:
  - Southampton (£33k/£19k)
  - Thames Gateway (£32k/£18k)
  - Felixstowe (£30k/£14.5k)
  - Northampton (£31k/£16k)

The City Region offers a large labour market suitable for port, distribution and logistics activity, providing investing companies with excellent workforce availability.

#### SKILLS/TRAINING CAPABILITIES

Maritime education and training is a distinctive capability of Liverpool City Region and existing provision gives it a strong platform for delivering the skills and expertise needed for the future development of SuperPort.

In addition to offering maritime and logistics related qualifications the University of Liverpool and Liverpool John Moores University both offer advice and expertise across the world to countries developing port and logistics operations.

The Maritime and Engineering College North West, part of Mersey Maritime Group, has a very successful record of delivering high quality training services for both learners and employers including Apprenticeships, Workforce Development and other associated training and skills programmes.

Liverpool Chamber of Commerce, in partnership with Learning World, is also supporting the training needs of the logistics industry through Apprenticeships and NVQs, whilst Merseytravel through its Merseylearn initiative supports the skills development of transport sector workers.

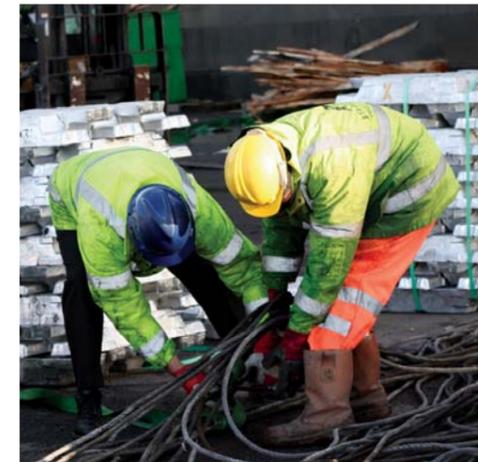
#### SUPERPORT CLUSTER

Some of the most prominent brands in the maritime and logistics industries are located in, or close to, Liverpool City Region. In addition to major port operators such as Peel Ports and Associated British Ports, Liverpool City Region is the UK home to some of the world's largest shipping lines such as Maersk, ACL and CMA CGM.

Mersey Maritime is the organisation which acts as an advocate for the maritime companies on Merseyside to support business growth, improved profile and skills brokerage.

From a logistics perspective, operators such as Stobart Group, Prologis and The Potter Group are among those involved in developments connected to SuperPort.

Liverpool City Region is the UK home to some of the world's largest shipping lines such as Maersk, ACL and CMA CGM.



## Liverpool City Region's potential

By 2020 the Port of Liverpool will be handling 2.7 million TEUs per annum.

By 2030 this will have increased up to 3.7 million TEUs per annum.

The opportunities for SuperPort are global in scale and can transform the Liverpool City Region economy, creating 21,000 new jobs and £6.1bn in GVA by 2020 and nearly 30,000 and £18.3bn in GVA by 2030.

This is an ambitious programme for Liverpool City Region and the goals set reflect this desire to put the City Region back among the most productive gateways for international trade in Europe.

SuperPort aims to achieve the following:

### POST PANAMAX TERMINAL

Develop a £300m in-river berth at the Port of Liverpool to accommodate Post Panamax, and larger vessels, increasing volume from 700,000 containers per annum in 2002 to 2 million by 2020. This will create 4,300 jobs and deliver an average of £113m per annum of economic benefit to 2020.

The Post Panamax will strengthen SuperPort's positioning for trade with Atlantic and Pacific ports, and will have a significant collateral effect on trade with Dublin and Belfast through short sea and coastal services. It will also open up trade routes currently unavailable to the Port of Liverpool due to current capacity constraints.

### INCREASE IN TONNAGE

The Post Panamax Terminal, and other improvements, will increase cargo handled by the Port of Liverpool from its current levels of nearly 700,000 TEUs per annum. By 2020 it will be handling 2.7 million TEUs per annum and by 2030 this will have increased up to 3.7 million TEUs per annum.

The planned World Cargo Centre at Liverpool John Lennon Airport and associated runway extension will increase the cargo tonnage handled by over 100,000 tonnes<sup>16</sup> per annum by 2020.

### PORT CENTRIC LOGISTICS PRIME DISTRIBUTION

Create an outstanding stock of high quality distribution facilities and warehousing space for Port Centric Logistics operations at sites across Liverpool City Region. Increase the stock of high quality floor space by 4.4 million sq metres in 2010, creating an additional 0.9 million sq metres of space by 2020 and up to a further 1.2 million sq metres by 2030.

### MERSEY MULTIMODAL GATEWAY (3MG)

Expand the existing Mersey Multimodal Gateway (3MG), creating an additional 4,000 jobs and generating an additional £190m of GVA per annum by 2020.

### PASSENGER TRAFFIC – CRUISE TERMINAL / AIRPORT

Ensure the conversion of the Liverpool Cruise Terminal into a facility capable of embarking and disembarking passengers, complementing the existing day-call market.

Secure an increase of 3.8 million additional passengers per annum passing through Liverpool John Lennon Airport by 2020, and 7.2 million additional passengers by 2030.

### OTHER SUPERPORT DEVELOPMENTS

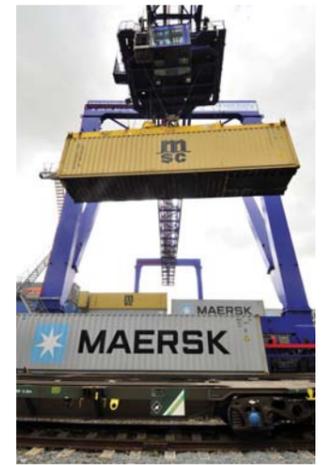
Ensure the construction of the Mersey Gateway bridge, creating 1,300 direct jobs to 2020 and releasing intense road pressure on connectivity in the south of the City Region.

Secure upgrades to the rail line between Liverpool and Manchester (including electrification and gauge enhancements) to allow greater economic agglomeration between the two cities and free up existing capacity for additional freight traffic.

Develop the Langton River Terminal as an additional Roll-on/Roll-off facility for the Mersey creating 150 new jobs and generating £43m of GVA in total by 2020.

Redevelop the Mersey Gateway Port (Port Weston) on the Manchester Ship Canal creating 1,400 new jobs and generating £450m of GVA in total by 2020.

SuperPort will create 21,000 new jobs and contribute £6.1bn in GVA to the Liverpool City Region economy by 2020



## Where growth will come from

Major infrastructure developments are at the heart of SuperPort. However it is the supply chains to these schemes where most economic growth, and particularly job creation, will be found. The SuperPort Economic Impact Model,

compiled by Amion Consulting, forecasts the direct economic impacts of the core SuperPort developments but also includes in its net forecasts the indirect contribution from the associated supply chains.

### ECONOMIC IMPACT SUMMARY

NET ADDITIONAL EMPLOYMENT IMPACT (figures are cumulative for each period)	2011-2020	2021-2030	TOTAL
Post Panamax in-river berth	4,270	1,586	5,856
3MG expansion	4,027	0	4,027
Liverpool Airport expansion	4,148	1,497	5,645
Prime distribution	4,495	4,984	9,479
Mersey Gateway bridge	1,267	0	1,267
Langton River Terminal	147	0	147
Manchester Ship Canal (logistic sites)	1,689	0	1,689
Mersey Gateway Port	1,356	0	1,356
<b>TOTAL</b>	<b>21,399</b>	<b>8,067</b>	<b>29,466</b>

Source: AMION Consulting 2011

NET ADDITIONAL GVA (figures are cumulative for each period)	2011-2020 £ million	2021-2030 £ million	TOTAL £ million
Post Panamax in-river berth	1,128	2,451	3,579
3MG expansion	1,328	1,893	3,221
Liverpool Airport expansion	1,491	2,358	3,848
Prime distribution	1,065	3,421	4,485
Mersey Gateway bridge	206	596	802
Langton River Terminal	43	70	113
Manchester Ship Canal (logistic sites)	432	805	1,237
Mersey Gateway Port	449	637	1,086
<b>TOTAL</b>	<b>6,141</b>	<b>12,231</b>	<b>18,371</b>

Source: AMION Consulting 2011

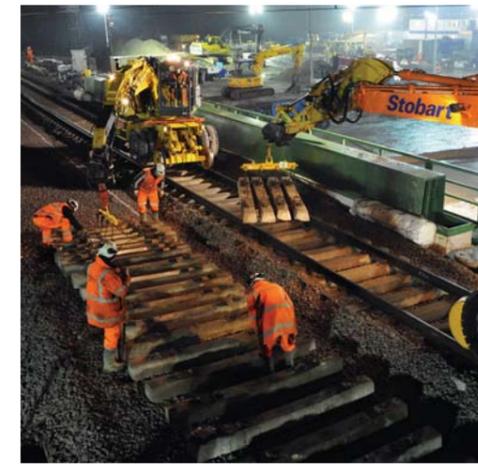
### OTHER IMPACT SUMMARY

FLOORSPACE (Sq metres) (figures are cumulative for each period)	2011-2020	2021-2030	TOTAL
Post Panamax in-river berth	226,333	88,667	315,000
3MG expansion	185,799	0	185,799
Prime distribution	298,000	298,000	596,000
Mersey Gateway bridge	52,500	0	52,500
Manchester Ship Canal (logistic sites)	92,900	0	92,900
Mersey Gateway Port	10,500	0	10,500
<b>TOTAL</b>	<b>866,032</b>	<b>386,667</b>	<b>1,252,699</b>

Source: AMION Consulting 2011

FREIGHT & PASSENGERS (figures are cumulative for each period)	2011-2020	2021-2030	TOTAL
Liverpool Airport expansion (tonnes)	676,500	1,691,250	2,367,750
Post Panamax in-river berth (TEUs)	10,500,000	25,500,000	36,000,000
Mersey Gateway Port (TEUs)	840,000	1,200,000	2,040,000
Liverpool Airport expansion (passengers)	22,770,000	56,925,000	79,695,000

Source: AMION Consulting 2011



## Potential challenges to overcome

SuperPort has the potential to transform the Liverpool City Region economy. It is ambitious and achievable, but it is being developed against a backdrop that involves overcoming some potential challenges.

### INTENSE COMPETITION

SuperPort will make the Port of Liverpool highly competitive with other UK and European ports such as Rotterdam, Antwerp, Felixstowe and Southampton, which already have the capabilities for handling large (Post Panamax) vessels.

The Mersey ports can compensate for their remoteness from the North Sea markets in developing new and existing ones across the Atlantic and with the Middle and Far East. The ports also need to exploit their position as a feeder port for the Irish Sea and Northern Europe.

### AVAILABILITY OF LAND / QUALITY WAREHOUSING SPACE

The lack of warehousing and available land for development across Liverpool City Region which is suitable for logistics operations, both close to ports and near major road and rail infrastructure needs addressing with currently only three available properties ranked as top grade<sup>17</sup>.

### LACK OF TURNAROUND CAPABILITY AT LIVERPOOL CRUISE LINER TERMINAL

Currently customers are unable to embark and disembark from the Cruise Liner facility. This needs to be overcome to generate new income for the City Region and enhance the potential of the Visitor Economy.

### GLOBAL RECESSION

The global recession has resulted in a downturn in the market for the movement of freight. Total containerised traffic through UK major ports in 2009 was 20.9m units, a fall of 9% on 2008. Inbound traffic fell by 8.1% to 10.9m units and outbound traffic fell by 9.9% to 10.1m units. This market is recovering but is subject to the performance of the major consumer markets where confidence remains fragile<sup>18</sup>.

### CONNECTIVITY

Investment is vital in effective road and rail access for the development of SuperPort to counter current (and future) capacity constraints. Enhanced surface access to the Port of Liverpool, the electrification of the line between Liverpool and Manchester, rail gauge enhancements, and the new Mersey Gateway bridge are the projects that are likely to have the most prominent impact on SuperPort's ability to influence economic growth.

### ROLE OF NORTHERN PORTS IN REBALANCING THE UK ECONOMY

To date, the Northern ports have not been utilised effectively in reducing the economic disparities which exist between Southern and Northern Britain and have not received the level of public investment that Southern ports have enjoyed over recent years. This trend needs to be reversed in order to rebalance the UK economy and realise the potential of the Northern ports.

Northern ports also bring advantages in reducing congestion in the South East of England, and by association the infrastructure costs needed to deal with it. The carbon reduction benefits of reducing long distance haulage of goods by road can be realised by making maximum use of water and rail modes.

### FINANCING OF MAJOR INFRASTRUCTURE SCHEMES

Investment in the major infrastructure projects will not all come from within Liverpool City Region. SuperPort's compelling and ambitious goals will need to entice investment from across the world.

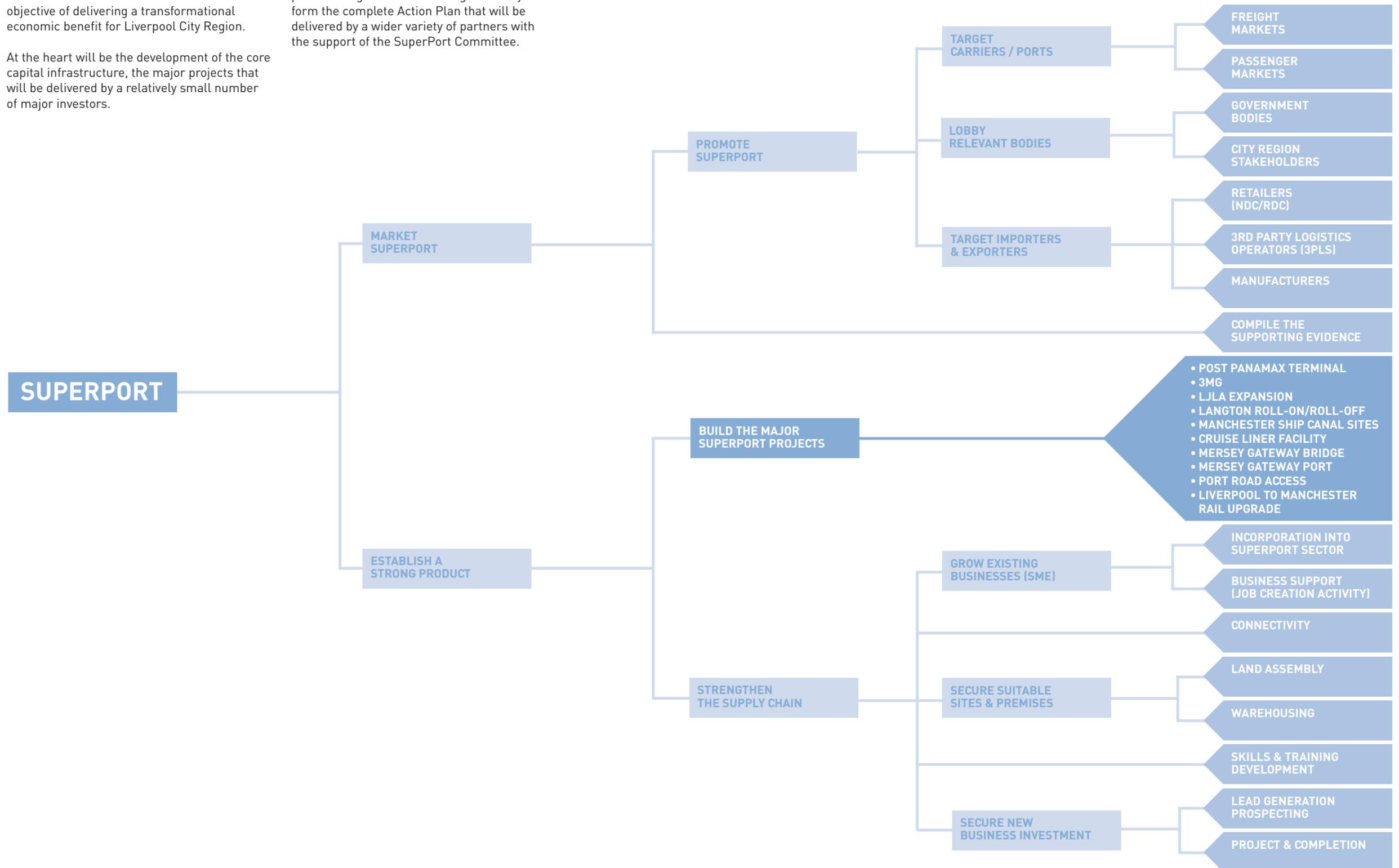
<sup>(17)</sup>King Sturge – Property Supply & Demand Audit for Liverpool SuperPort (2010)  
<sup>(18)</sup>Department for Transport Provisional Port Statistics (2009)

# Actions to meet the targets

The activities that will be undertaken in developing and promoting SuperPort are interrelated and connect back to the overall objective of delivering a transformational economic benefit for Liverpool City Region.

At the heart will be the development of the core capital infrastructure, the major projects that will be delivered by a relatively small number of major investors.

These investments will be supported by many other activities that create a strong competitive product for global markets. Together they will form the complete Action Plan that will be delivered by a wider variety of partners with the support of the SuperPort Committee.



The SuperPort Action Plan, sets out the activities undertaken by TMP, the SuperPort Committee and its partners. Activities that will directly and indirectly contribute to the growth of the Liverpool City Region's economy and create jobs.

It focuses on those activities that will establish SuperPort as a world class product and market it to target customer groups nationally and

internationally. It will:

- Support the build of the major projects
- Strengthen the Supply Chain
- Promote SuperPort
- Compile supporting evidence

## ESTABLISH A STRONG PRODUCT

### BUILD THE MAJOR SUPERPORT PROJECTS

Create a portfolio of world class physical infrastructure at the heart of SuperPort.

These long-term strategic projects have the potential to transform the ports, airport and logistics sectors across the Liverpool City Region, contributing to the creation of SuperPort.

ACTIVITIES	OWNER	ESTIMATED DELIVERY DATE	ESTIMATED COST	ECONOMIC BENEFITS TO 2020 <sup>(1)</sup>
Delivery of Liverpool Post Panamax facility in-river berth at Seaforth (Sefton)	Peel Ports	2014	£300M	<b>4,300 jobs</b> <b>£1.1bn GVA</b>
Expansion of Mersey Multimodal Gateway (3MG) major logistic operation at Ditton, Widnes	Stobart Halton BC Prologis	2013	£92M	<b>4,000 jobs</b> <b>£1,3bn GVA</b>
Delivery of Liverpool John Lennon Airport expansion plans as per Airport Masterplan	Peel Airport Limited	2030	£600M (to 2030)	<b>4,100 jobs</b> <b>£1.5bn GVA</b>
Development of Mersey Gateway Port (Port Weston) Port facilities on Manchester Ship Canal with rail access and 30k sq ft warehousing	Stobart	2015	£50M	<b>1,400 jobs</b> <b>£450m GVA</b>
Langton in-river Roll-on/Roll-off terminal	Peel Ports	2015	£12M	<b>150 jobs</b> <b>£43m GVA</b>
Delivery of Mersey Gateway bridge	Halton Borough Council	2015	£431M	<b>1,300 jobs</b> <b>£210m GVA</b>
Development of key logistics sites along the Manchester Ship Canal	Peel Ports	2020	£75M	<b>1,700 jobs</b> <b>£430m GVA</b>
Provision of prime distribution sites and premises to meet demand generated by the market	Liverpool City Region Local Authorities	2030	£244M (to 2030)	<b>4,500 jobs</b> <b>£1.1bn GVA</b>

In addition to the capital infrastructure schemes other major developments will impact on SuperPort and will require input, at varying levels, from TMP and the SuperPort Committee.

- Resolution of Liverpool Cruise Liner Terminal issues to deliver turnaround services (Being led by Peel Ports / Liverpool City Council)
- Delivery of enhanced surface access to Port of Liverpool (Being led by Peel Ports / Dept. for Transport)

Secure upgrades to the rail line between Liverpool and Manchester, including electrification and gauge enhancements (Being led by Network Rail / Dept. for Transport)

- Deliver proposed SuperPort related rail access schemes such as Canada Dock Rail Branch, Birkenhead Dock Rail Branch and Halton Curve (being lead by Local Authorities, Network Rail, Peel Ports)

### STRENGTHEN THE SUPPLY CHAIN

Maximise the economic potential of SuperPort by strengthening the supply chains into the core infrastructure developments.

Develop the existing business base, inject new business investments from outside the Liverpool City Region and work with partners to ensure that outstanding quality sites and premises are available when required.

- **Grow Existing Businesses (SME)**  
Identify and target existing SME businesses across the Liverpool City Region with opportunities for material growth from SuperPort.  
  
Ensure that these businesses have the appropriate resources, networks and structures in place to maximise their subsequent returns.
- **Connectivity**  
Ensure SuperPort business

community is well connected to both the SuperPort core infrastructure and the wider consumer marketplace.

- **Secure Suitable Sites & Premises**  
Ensure land is available across the Liverpool City Region for the development of sites suitable for Port Centric Logistics activities and warehousing.
- **Skills & Training Development**  
Develop and implement a strategy that will accommodate the long-term skills and training needs of the SuperPort business community.
- **Secure New Business Investment**  
Supplement the stock of businesses within the SuperPort community with new investments (corporate and SME) that add strength to known gaps in the supply chain and grow the large business base through supporting reinvestment.

SPECIFIC FOCUS	ACTIONS	DELIVERABLES (2011/12)
<b>INCORPORATION INTO SUPERPORT SECTOR</b> Ensure that existing businesses of all sizes are aware of the benefits of being part of the SuperPort sector and are effectively incorporated into the SuperPort supply chains, where relevant.	Promote SuperPort to the City Region SME business community through existing networks.	Online and marketing briefings.
	Hold seminars for City Region businesses on SuperPort developments, benefits and opportunities in conjunction with local partners.	3 seminars held on SuperPort for local businesses.
	Help businesses develop effective partnerships under the SuperPort umbrella.	10 companies assisted to benefit from SuperPort.

<p><b>BUSINESS SUPPORT (Job Creation Activity)</b> Coordinate partners in providing effective support for existing businesses wanting to expand their operations under the SuperPort umbrella.</p>	<p>Link businesses into SuperPort activities, where appropriate, in particular connections to the core infrastructure that can stimulate growth and job creation.</p> <p>Seek out appropriate partners to assist businesses inject innovation and achieve growth under the SuperPort umbrella.</p> <p>Seek out facilities that provide access to funding for SuperPort related businesses.</p>	<p>10 business connections achieved.</p> <p>5 new SuperPort partnerships created.</p> <p>3 assists with finding relevant financing for growth.</p>
<p><b>CONNECTIVITY</b> Ensure SuperPort business community is well connected to both the SuperPort core infrastructure and the wider consumer marketplace.</p>	<p>Identify the primary issues affecting the SuperPort business community's connectivity to SuperPort infrastructure and key markets.</p> <p>Develop effective partnerships tasked with ensuring primary connectivity issues are resolved.</p>	<p>Portfolio of key access projects documented.</p>
<p><b>LAND ASSEMBLY</b> Work with Local Authorities to ensure suitable land is designated for SuperPort use, in line with core infrastructure development plans.</p>	<p>Liaise with Local Authorities to identify suitable sites.</p> <p>Assemble a portfolio of "oven-ready" sites available to promote for SuperPort related activities.</p> <p>Promote sites/SuperPort benefits to agents, advisors developers, end users etc.</p>	<p>30 sites identified as possibilities.</p> <p>6 sites prepared for promotion and development.</p> <p>Portfolio developed and promoted.</p>
<p><b>WAREHOUSING</b> Increase the stock of suitable warehousing to meet the projected needs of both existing businesses in a growth phase and new businesses looking to invest.</p>	<p>Liaise with Local Authorities, agents and property developers to identify current and potential warehousing space and assemble a portfolio of warehousing space suitable for SuperPort related activities.</p> <p>Promote with SuperPort benefits to agents, advisors, developers and end users.</p>	<p>Portfolio of warehouse buildings developed.</p> <p>Portfolio promoted.</p>
<p><b>SKILLS &amp; TRAINING DEVELOPMENT</b> Develop and implement a strategy that will accommodate the long-term skills and training needs of the SuperPort business community.</p>	<p>Produce a medium to long terms strategy for developing the skills needed for future SuperPort activities.</p> <p>Develop partnerships for the creation of SuperPort apprenticeships covering maritime, air and logistics.</p> <p>Explore the opportunity for setting up a SuperPort Skills Academy through the development of a concept document.</p>	<p>Skills and training strategy for SuperPort developed.</p> <p>10 apprenticeships started.</p> <p>Concept document for proposed Skills Academy produced.</p>

<p><b>LEAD GENERATION / PROSPECTING</b> Generate leads in attracting new investment and re-investment into the SuperPort supply chain.</p>	<p>Generate a pipeline of investment leads and enquiries from SuperPort marketing activities and direct targeting.</p>	<p>50 leads. 25 enquiries.</p>
<p><b>PROJECT MANAGEMENT &amp; COMPLETION</b> Ensure through the development of effective partnerships that interest from business in investing in the Liverpool City Region through SuperPort is realised.</p>	<p>Project manage leads and enquiries through to completed investments.</p> <p>Support existing investors to reinvest to retain and grow their City Region activity.</p>	<p>5 Completed investments. 250 jobs created. 100 safeguarded.</p>

## MARKET SUPERPORT

<p><b>PROMOTE SUPERPORT</b></p>	
<p>Promote SuperPort to a target audience of retailers, manufacturers, logistics operators and other key stakeholders.</p>	<ul style="list-style-type: none"> <li>• <b>Lobby Relevant Bodies</b> Promote the benefits of SuperPort to those stakeholders (both private and public sectors) that could be influential in its future development.</li> </ul>
<ul style="list-style-type: none"> <li>• <b>Target Carriers / Ports</b> Promote SuperPort into key markets to stimulate the growth of Liverpool City Region as a primary gateway for the UK.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Target Importers &amp; Exporters</b> Target key businesses across the Liverpool City Region (and beyond) involved in import and export activity whether currently using SuperPort facilities or not.</li> </ul>
<p>Target freight and passenger carriers to consider Liverpool SuperPort as an alternative or addition to existing routes.</p>	<p>Ensure that target businesses are aware of the opportunities SuperPort can provide and are given appropriate guidance in how to interact effectively.</p>
<p>Build effective relationships with ports and airports across the world to develop new linkages.</p>	

SPECIFIC FOCUS	ACTIONS	DELIVERABLES (2011/12)
<p><b>FREIGHT</b> Promote SuperPort to the major national and international freight carriers in existing and developing markets.</p>	<p>Prospect for, and develop new carrier relationships.</p> <p>Market SuperPort to potential new route providers.</p> <p>Market SuperPort to overseas ports.</p> <p>Contribute to major shipping and logistics conferences (e.g. Port Centric Logistics, Short-Sea Shipping).</p>	<p>3 new relationships developed.</p> <p>8 presentations to providers 2 new routes secured.</p> <p>4 presentations to ports 1 new port relationship.</p> <p>Profile at 6 major shipping conferences/exhibitions.</p>

SPECIFIC FOCUS	ACTIONS	DELIVERABLES (2011/12)
<b>PASSENGERS</b> Promote SuperPort as the most effective and cost/carbon-efficient passenger gateway to the Liverpool City Region / North West and UK.	Promote SuperPort to targeted airlines and airports in developing new and retaining existing key routes into LJLA.  Promote SuperPort to national train providers to ensure a high value service for City Region.  Promote SuperPort / Liverpool City Region to cruise and ferry operators.	2 new routes secured KLM Hub feeder retained.  New franchise announced for Liverpool City Region.  Visitor Economy presentations to 5 major passenger carriers.
<b>GOVERNMENT BODIES</b> Create awareness and promote benefits of Liverpool SuperPort to Governmental, and associated, bodies.	Work with Government on specific SuperPort related projects.  Ensure SuperPort recognised in national planning frameworks.  Brief local MPs and other relevant political figures briefed as to economic benefits of SuperPort for the Liverpool City Region.	Interaction with Government on 3 major projects.  Recognition from Government for Liverpool as "Port of the North" through influencing key policies such as: - <ul style="list-style-type: none"> <li>• National Planning Policy Framework (DCGL)</li> <li>• National Policy Statement (DfT)</li> <li>• Marine Spatial Plans (DEFRA and Marine Management Organisation)</li> <li>• National Infrastructure Plan (Treasury)</li> <li>• High Speed Rail (HS2)</li> </ul> 3 political briefings to MPs and key political influencers.
<b>CITY REGION STAKEHOLDERS</b> Create a strong, credible awareness of SuperPort within the Liverpool City Region business community and ensure SuperPort is incorporated into the City Region Governance arrangements.	Launch SuperPort Action Plan – with associated Press Release.  Hold regular SuperPort stakeholder events to update on infrastructure and other developments.  Organise diary of Committee and Panel meetings to ensure effective private sector leadership and governance for SuperPort.	Launch event. Press Release / Media briefing  3 stakeholder events held.  6 Committee Meetings and 3 Panel Meetings.
<b>RETAILERS (NDC/RDC LOCATION)</b> Promote awareness of SuperPort to the UK retail community extolling the economic and carbon reducing benefits of Port Centric Logistics and basing National and Regional Distribution Centres in the City Region.	Organise seminars promoting SuperPort to retailers with potential for operating Port Centric Logistics activities.  Meet with targeted retailers on a one to one basis to explore potential for Port Centric Logistics activities and/or locating NDC or RDC in the City Region.  Promote SuperPort at major retail and logistics conferences.	Retailers seminar held.  4 major retailers briefed on SuperPort.  Profile at 3 conferences.
<b>3RD PARTY LOGISTICS OPERATORS (3PLS)</b> Target 3PLs to encourage greater use of the SuperPort assets over ports and distribution facilities in the South and Midlands.	Prospect for, and develop new 3PL relationships.  Market benefits of using SuperPort to 3PL community locally and nationally.	3 new relationships developed.  6 presentations to 3PLs promoting benefits of SuperPort.

SPECIFIC FOCUS	ACTIONS	DELIVERABLES (2011/12)
<b>MANUFACTURERS</b> Target manufacturers to ensure, where possible, their operations are integrated into SuperPort and the maximum benefits possible are realised.	Identify manufacturers to target for incorporation into SuperPort community.  Promote benefits to SuperPort to manufacturers through local seminar/briefing.  Meet with targeted manufacturers to brief on SuperPort and benefits of into the SuperPort community.  Market benefits of using SuperPort to manufacturers locally and nationally.	10 manufacturers identified as fitting SuperPort profile.  1 seminar held on SuperPort benefits for manufacturers.  10 manufacturers briefed on SuperPort benefits.  5 manufacturers outside City Region briefed on SuperPort.

### COMPILE THE SUPPORTING EVIDENCE

Compile a robust market intelligence and evidence base to support the promotion of SuperPort in its target markets and provide input into relevant policy submissions.

SPECIFIC FOCUS	ACTIONS	DELIVERABLES (2011/12)
Market intelligence. Evidence base reports.  Obtain / commission market analysis reports to support promotional activities for SuperPort.  Compile evidence base (where relevant) in support of the development of capital infrastructure projects.  Provide expert SuperPort input into relevant Governmental policy documents (regional and national).	Identify gaps in market intelligence necessary to target and profile key markets for SuperPort.  Identify gaps in evidence base needed to support core infrastructure project plans and commission relevant evidence base reports.  Identify policy documents requiring input from SuperPort Committee and coordinate SuperPort Committee response.	1 market intelligence report commissioned and delivered.  2 infrastructure evidence base reports commissioned.  5 policy documents responded to by SuperPort Committee.

# Appendix 1: SuperPort Evidence Base

The SuperPort evidence base has been compiled in support of the development of the Action Plan. It a comprehensive compendium of information, ranging from the overall economic benefits that proposed SuperPort infrastructure will generate for Liverpool City Region, to an analysis of specific workforce markets around logistics and distribution.

Although the component reports have been collated to support this document, individually they provide an extensive assessment of the markets SuperPort will operate within.

## A.1 ECONOMIC ASSESSMENT STUDY (MDS TRANSMODAL 2009)

Liverpool City Region already has a strong array of port, airport and freight infrastructure that will provide the foundation for future SuperPort developments. As a whole, it is estimated that these assets currently contribute over 34,000 jobs and £1.1 billion of GVA per annum to the City Region economy. When SuperPort comes to fruition the transformational impact on the economy will be highly significant with:

- Additional 28,000 jobs for the North West region and an additional GVA of up to £0.9 billion per annum
- Additional 73m tonnes of traffic per annum handled by facilities in Liverpool City Region, most of which would otherwise have been handled in other UK regions
- Additional 1.24m tonnes of rail freight traffic per annum through the Port of Liverpool
- Additional 9m tonnes per annum of rail freight through rail and waterborne-linked distribution parks

The key projects that will bring SuperPort to full fruition have the potential to position Liverpool City Region as the most competitive logistics and passenger transport cluster in the UK.

## A.2 IMPORT / EXPORT OPERATIONS REPORT (MDS TRANSMODAL 2010)

### Primary research carried out with 35 top importers and exporters

### Main findings from feedback sessions:

- Companies are generally happy to be located in Liverpool City Region but some are here

for historical reasons and we cannot take existing brands staying located locally for granted

- Companies would like to use Mersey ports if the capacity was there
- Feeders in the past have been considered to be unreliable by some retailers
- Rail freight is minimal but road congestion is a problem
- Liverpool City Region has a heavy reliance on access to Southern Ports
- Positives for Liverpool City Region; Close to major transport networks, Close to Port of Liverpool, Access to Manchester Ship Canal, Close to storage locations, Access to Manchester / Liverpool Airports, Local skilled workforce, Good location for business with SA, Gateway to Ireland
- Issues for Liverpool City Region: - Limited rail infrastructure, M6 congestion, Limited short sea shipping options, Limit on size of ships into Liverpool, Congested Mersey crossings, Skills awareness, Lack of deep sea service from China, Too far from Southern ports, Unreliable feeder services, Core Statistics supporting research
- 17m tonnes of trade handled in Liverpool City Region in 2007 (2/3rd imports) (excluding bulk fuel)
- 5% of trade transported by rail
- 12% of unitised imports and 25% of unitised exports transit a North West port (mainly Ireland)
- 47% of unitised imports and 34% of unitised exports transit a port in the South East
- 27% of unitised imports and 16% of unitised exports transit a Humber port
- Port of Liverpool is a major import port for bulk commodities supplying the energy industry
- Liverpool John Lennon Airport handles small volumes of cargo (264 tonnes in 2009 – Civil Aviation Authority)

## A.3 PROPERTY SUPPLY & DEMAND AUDIT (KING STURGE – 2010)

### Core Statistics:

- Liverpool City Region has 4.4 million sq metres of built warehouse stock (17% of North West total)
- There exists 0.5 million sq metres of available distribution warehouse floor space in 40 units of 5,000 sq metres or over (Mar10)
- Local authority breakdown sq metres (units) Halton 71k (6), Knowsley 138k (8), Liverpool 91k (6), Sefton 53k (4), St.Helens 104k (8), Wirral 71k (8)
- Only 24% of available warehouse floor space is deemed good or moderate
- Estimated that land in the planning pipeline has the potential to provide 2.5 million sq metres (at 40% density) of warehouse space
- Only 7% of identified land in pipeline is of the highest quality and capable of being brought forward for development in the short term
- Of the 15k sq metres of distribution properties developed over 10k sq metres East / West Midlands accounted for 40%

### STIMULI OF DEMAND

Demand for property led by retail sector and derives from retail sales growth, adoption of quick response models, restructuring of retailer warehouse networks increased supplies channelled through retailer controlled distribution centres, reverse logistics, global sourcing, internet retailing.

### GROWTH OPPORTUNITIES FROM:

- Port Centric Logistics activities
- Schemes at the Port of Liverpool - LIFT II and expansion of 3MG
- High quality distribution sites such as Galaxy, Liverpool International Business Park and G-Park, Liverpool
- Sites that future proof SuperPort - will need to be a mixture of land within the Port Estate, land considered suitable for Port Centric purposes ideally with multi-modal connections or strategic sites located close to motorways

- Key schemes include - The Port of Liverpool Estate, Parkside Colliery (St.Helens), LJLA and 3MG

### THREATS TO SUPERPORT:

- Lack of potentially available deliverable land with the retention and assembly of land in proximity to port operations a key priority
- Not a traditional big box location due to much of region's relative distance from main focus of big distribution demand in North West predominantly along M6 corridor

## A.4 ASSESSMENT FOR LOGISTICS OPERATIONS (EAST WEST LOCATIONS 2010)

### Core statistics from demographic assessment:

- Liverpool City Region offers a wide catchment area for basing logistics operations – for a 4 hour HGV journey the relative catchment population fare well against competitor locations – Felixstowe (12.7m households, 30.1m population), Liverpool (14.1m households, 34m population), Southampton (15.0m households, 36m population)
- Distribution sector salaries low compared to competition i.e. for Management (£28k) and Core Warehouse Staff (£15k) – Southampton (£33k/£19k), Thames Gateway (£32k/£18k), Felixstowe (£30k/£14.5k), Northampton (£31k/£16k)
- Warehouse rents competitive in Liverpool City Region (£5.5 per sq ft) – Southampton (£7.5), Thames Gateway (£6), Felixstowe (£5.8), Northampton (£5.6)
- For a project of 100,000 sq ft premises an indicative property and salary saving for Liverpool City Region of £0.5m per annum over Southampton
- Individual catchment reports produced at Local Authority level

# Appendix 2: SuperPort Committee and Panel Members

## SUPERPORT COMMITTEE

Peter Nears  
SuperPort Committee  
Chair  
**Peel Holdings  
(Management) Ltd**

Barry Flynn  
**Ernst & Young**

Joe Przeworski  
**Ineos Chlor Limited**

Jim Teasdale  
**Mersey Maritime Group**

Steve O'Connor  
SuperPort Committee  
Deputy Chair  
**Stobart Ports**

Gary Hodgson  
**Peel Ports (MDHC)**

Andy Wallis  
**Sefton Council**

Kevin Adderley  
**Wirral Council**

Diane Meehan  
**Liverpool John  
Moore's University**

Steve Smith  
**Liverpool Vision**

Frank Fox  
**Lombard Shipping  
& Forwarding Ltd**

Mike Garrett  
**MDS Transmodal Ltd**

David Pendleton  
**Mersey Maritime Group**

Jim Barclay  
**Merseytravel**

Peter Evans  
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Alan Stilwell  
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Steve Doran  
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**Network Rail  
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Stephen Gaines  
**Peel Airports**

Warren Marshall  
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**University  
of Liverpool**

Peter Stoney  
**University  
of Liverpool**

Ian Wray  
**University  
of Liverpool**

## SUPERPORT PANEL

The SuperPort Panel supports the work of the Committee to drive forward SuperPort to deliver business growth and job creation

Dennis Kehoe  
**AIMES Grid Services  
CIC Ltd**

Paul Jervis  
**Associated British Ports  
Holdings Ltd**

Frank Robotham  
**Associated British Ports  
Holdings Ltd**

Ian Higby  
**Atlantic Container  
Lines UK Ltd**

Mark Rathbone  
**Brabners  
Chaffe Street**

John Syvret  
**Cammell Laird  
Shiprepairers &  
Shipbuilders Ltd**

James Douglas  
**Containerport Ltd**

Brian Gribben  
**Ernst & Young**

Nathan Marsh  
**Ernst & Young**

Michelle Cameron  
**Government  
Office North West**

Jo Lappin  
**Government  
Office North West**

Sally McDonald  
**Halton Borough Council**

Dick Tregoe  
**Halton Borough Council**

Ruth Moynihan  
**Highways Agency**

John Hulmes  
**Hill Dickinson LLP**

Tony Wilson  
**Hill Dickinson LLP**

Doug Bannister  
**Independent**

Andrew Webster  
**Jardine Lloyd  
Thompson Group plc**

Barry Fawcett  
**Knowsley Council**

Nick Kavanagh  
**Liverpool City Council**

Jack Stopforth  
**Liverpool Chamber of  
Commerce & Industry**

Neil Pakey  
**Vancouver Airport  
Services Ltd**

Stephen Bonsall  
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## TMP

The Mersey Partnership is a private company (limited by guarantee) which was established by private sector organisations in Liverpool City Region in 1992. It is Liverpool City Region's leading membership organisation, representing a unique alliance of over 550 businesses and organisations committed to the economic growth of the region, who pool resources and make financial contributions to a wide range of business activities.

Members include major companies such as Jaguar Land Rover, Shop Direct Group,

Ernst & Young, Scottish Power, E.ON, Pilkington and Peel Group, alongside innovative SMEs such as Mando Group, AMION Consulting, Merepark Developments and Stiebel Eltron.

The Mersey Partnership, its Members and Partners, seek to stimulate business growth and job creation in Liverpool City Region by driving forward the key business sectors of the economy. These are:

SuperPort; Low Carbon Economy;  
Visitor Economy; Knowledge Economy

The Mersey Partnership has a strong track record in the successful delivery of economic growth programmes working in partnership with the private sector. It has developed, with partners, a Panel and Committee for each of these key sectors, comprising leading private sector businesses, to drive forward their economic growth potential.

To find out more about joining TMP email: [membership@liverpoolcityregion.co.uk](mailto:membership@liverpoolcityregion.co.uk)

For more information about SuperPort email: [superport@liverpoolcityregion.co.uk](mailto:superport@liverpoolcityregion.co.uk)

## ENVIRONMENT

Printed on 100% recycled material manufactured from post-consumer waste paper.

## IMAGES

Images in the SuperPort Action Plan are from TMP Archive; Bibby Line Group Ltd; McCoy Wynne; Peel Ports and Stobart Group Ltd.

