

WIRRAL COUNCIL

CABINET - 18th March 2010

REPORT OF THE DEPUTY CHIEF EXECUTIVE/DIRECTOR OF CORPORATE SERVICES

LIVERPOOL CITY REGION UPDATE

1. Executive Summary

- 1.1 The purpose of this report is to advise Members on the current position in regards to the Liverpool City Region (LCR) operating arrangements. This report also updates Cabinet on the progress made in respect of the Liverpool City Region Multi Area Agreement (MAA). Cabinet is asked to agree the content of the report and authorise officers to continue to engage in LCR issues and relevant activities in line with the structure outlined within this report.

2. Background

- 2.1 The Liverpool City Region has a long history of working in partnership amongst the six Local Authorities of Sefton, Liverpool, St Helens, Knowsley, Liverpool, Halton and Wirral. There have been joint boards in place for Transport, Fire, Police and Waste for a number of years. Over the last 10 years, the partnership working has extended to working with the private and voluntary sectors through a number of city region partnerships.
- 2.2 A common approach to Inward Investment, waste planning, transport planning and priorities, a city region housing strategy and a City Employment Strategy (CES) have all contributed to stronger and more collaborative relationships working on behalf of the City Region
- 2.3 Whilst work has been successful, it was agreed by all partners to implement new and more effective working arrangements for the Liverpool City Region. A new model of governance was reported to Wirral Cabinet in October 2008 (minute 229(3)) and in April 2009 (minute 454) which set out principles for enhancing leadership, accountability and ultimately the effectiveness of these existing working arrangements to support the overall development of the Liverpool City Region economy.
- 2.4 A new City Region Cabinet, established in shadow form, was proposed and agreed (with all six Local Authorities represented plus the Private sector in the chair of the Mersey Partnership). The Cabinet is supported by six policy boards with the following structure:

- Economic Development (led by Liverpool City Council but with the support of The Mersey Partnership)
 - Employment and Skills (led by Knowsley)
 - Environment and Waste (led by Wirral)
 - Housing and Spatial Planning (led by St Helens)
 - Transport (led by Halton)
 - Safer, Healthier Communities (led by Sefton)
- 2.5 Two further boards are responsible for Improvement and Efficiency and Research and Intelligence. Wirral is also responsible for Improvement and Efficiency, with the Chief Executive leading a number of high profile programmes of activity which are recognised regionally.
- 2.6 The Cabinet has some primary functions, which includes the following:
- Agree city region strategy and delivery mechanisms
 - Oversee an annual work programme of key city region wide initiatives
 - Ensure effective delivery of programmes through one or more of the boards
 - Oversee the development and delivery of the LCR MAA
 - Ensure effective performance management of the activity.
- 2.7 There will be no loss of sovereignty to any of the Local Authorities as a result of the new arrangements. There are no delegated powers for any of the decision making.
- 2.8 The City Region model is working towards a clear definition of the projects and programmes and initiatives identified as the responsibility of the city region but it will not get drawn into the statutory obligations of the partner organisations but will work in partnership to pick up cross cutting initiatives where collaboration will benefit the partners of the City Region
- 2.9 Cabinet has received regular updates on the development of the Liverpool City Region Governance arrangements with the latest update on the Multi Area Agreement (MAA) platforms which were 'signed off' by Central Government in September 2009.
- 2.10 Liverpool City Region partners have agreed four strategic priorities where it can be shown that focussed action will deliver the greatest benefit and bring the most added value to the programmes of Local Authorities and partner organisations. These are:
- 2.11 **JOBS** – To transform the City Region's economic prospects by: increasing the scale of activity in the economy by creating and growing businesses; raising the productivity of existing businesses and therefore creating more and better jobs. The Liverpool City Region will focus on the opportunities

presented through the 4 transformational actions: Knowledge economy, Culture and Visitor economy, SuperPort and Low Carbon economy.

- 2.12 **WORKLESSNESS AND SKILLS** – Three bold step change aspirations have been set out: Liverpool City Region becomes England’s top performing city region in terms of learning, employment and skills outcomes for 14-24 year olds; Liverpool City Region will reduce by half the number of its deprived wards in England’s worst performing 10%; and Liverpool City Region becomes a leading city region outside the South East in terms of the proportion of graduates and Level 4 qualifications in its workforce. To help focus our efforts we will work more closely with employers to focus investment on their skills needs, engage and empower local people to make informed choices about learning and jobs and transform the performance of services impacting on employment rates for disadvantaged groups and areas.
- 2.13 **HEALTHIER SAFER COMMUNITIES** – To develop a collaboration to reduce health inequalities and address the challenges this presents across the city region. To tackle the deep rooted and fundamental causes of these inequalities and focus on narrowing social, environmental and structural disadvantage, to ensure that we create safer, stronger and healthier communities that can share in the opportunities of a strong and prosperous city region.
- 2.14 **EFFICIENCY** – To develop a sustainable structure of collaboration and shared services across the city region which will improve efficiency and which will support political and managerial leaders to improve individual and collective performance.

3. Transformational Actions

- 3.1 As part of the development of the Multi Area Agreement (MAA), LCR partners agreed a set of four transformational actions that will drive forward the economic growth of the City Region:

SuperPort

- 3.2 International business is now operating on a completely new scale, leading to concentration whereby fewer, larger companies take an increasing share of global business, particularly in manufacturing, retail and transport. Creating a new burgeoning market and building on considerable existing maritime capabilities, SuperPort is the Liverpool City Region’s response to become a leader in this dynamic and truly global market place.
- 3.3 SuperPort physically comprises the core assets of Mersey ports (£913m GVA contribution per annum alone), Liverpool John Lennon Airport, logistics and transportation infrastructure but conceptually it can be much

more by integrating these attributes together to provide a cohesive cost efficient entity that creates a credible product for a global marketplace. In addition, the region also has the scale of freight community able to make best use of these physical assets.

Low Carbon Economy

- 3.5 There is international consensus on the need to significantly reduce carbon emissions in order to mitigate the extent of climate change caused by economic activity.
- 3.6 The EU and UK governments have set legally binding targets to reduce emissions. The UK has gone further than any other developed nation by committing to reduce carbon emissions by 80% of 1990 levels by 2050. The UK government established the Department of Energy and Climate Change in October 2008 to deliver and co-ordinate its carbon reduction commitments. The North West has one of the UK's most developed and integrated climate change programmes led by the North West Climate Change Partnership. For this reason, the North West Development Agency (NWDA) is the lead Regional Development Agency for the new Department for Energy and Climate Change.

Knowledge Economy

- 3.7 Developing the knowledge economy is critical to Liverpool City Region's (LCR's) economic future and is fully aligned with the Government's aims for the UK as the world leader for innovation, where high level skills and creativity drive the technologies, products and services needed to meet increasing future demands.
- 3.8 The Liverpool City Region has the assets, capacity and opportunities to build greater critical mass in its science, technology and knowledge-based economic functions, with more leading-edge R&D excellence, more innovative businesses and a larger talent pool supporting more highly skilled jobs. This will enable the City Region to compete more effectively for investment, ideas and trade in an increasingly competitive global environment.
- 3.8 International benchmarking has identified that LCR has a smaller level of knowledge-based economic functions than comparator-competitor urban economies in developed countries. LCR economic intelligence reinforces the need to balance the relatively low value but large scale job growth of the last decade with a shift towards more jobs and businesses in higher-value, knowledge-based sectors and clusters.

Visitor Economy

- 3.9 Culture is recognised as a critical component of the continued economic and social renaissance of the northwest region. A critical mass and

excellence in culture are essential prerequisites for a competitive region. The Liverpool City Region has an important contribution to make to that agenda recognising that investment in culture is investment in the economy, in GVA, in jobs and in the community. It also reinforces the position of the City Region as a location of choice for the creative industries.

4. The Economy Board

- 4.1 The Mersey Partnership (TMP) now has governance arrangements that have been put in place to reflect the Transformational Actions. Committees and Panels have been set up to report to the Economy Board. The Chairs of each of the Panels and Committees have been appointed and meetings have been held to agree terms of reference and action plan development. Attached at Annex A to this report are the terms of reference for the Boards, Panels and Committees where they have been set out to reflect Wirral representation. This structure is set out in the diagram in Annex D of this report.
- 4.2 Councillor Phil Davies represents LCR Local Authorities on the TMP Board, one of only two local authority representatives on the Board. In terms of the Economy Board, the membership is set out in Annex B at the end of this report as are the representations made to all the Panels and Committees. Supporting the Economy Board, will be an Economy Panel.
- 4.3 Cabinet is asked to note that the Economy Board will replace the function of the current Sub Regional Partnership (SRP). It is unclear as yet, whether the Economy Board will pick up all of the work that was undertaken by the SRP, but this should be clearer as the work programme emerges. Chief Executives will be represent each local authority at the Economy Board, and will report directly into the Liverpool City Region Cabinet on matters relating to the LCR Economy.
- 4.4 To this end, the role and functions of the Economy Board are to:
- Develop and set economic strategy, and to take decisions about strategic priorities. This will form the Economy component of the Liverpool City Region Cabinet's strategic framework, and will include delivery of the Multi-Area Agreement economy platform.
 - Co-ordinate economic related intelligence and research.
 - Develop and oversee the delivery of an investment plan for sustainable economic growth, aligning European, national, regional and local resources with strategic priorities. These investment priorities will be recommended for kitemarking-marking by the Liverpool City Region Cabinet.
 - Monitor the economic performance of the Liverpool City Region, including the impact of programmes where appropriate.

- Oversee inward investment activity in order to drive up job creation, to promote a positive image of the City Region within the investment community, and to secure competitiveness.
- Take responsibility for communicating economic priorities across the City Region and beyond, and oversee lobbying for and advocacy of the economic strategy and investment plan.
- Provide the 'Local Economic Assessment Duty'¹ at a City Region level.
- Link the Economy Board to other Liverpool City Region Boards.

Local economic Assessment

4.5 Members will be aware from previous reports that the recommendations of the Sub National Review of Economic Development and Regeneration (SNR) were formalised in the Local Democracy, Economic Development and Construction Bill which received Royal Assent in November 2009. Essentially, the bill aims to create greater opportunities for community and individual involvement in local decision-making. It also provides for greater involvement of local authorities in local and regional economic development. From 1st April 2010, there will be a statutory duty put upon Local Authorities to conduct a comprehensive Local Economic Assessment. Liverpool City Region partners have agreed that the most effective and efficient way of undertaking this would be at the Liverpool City Region level. This assessment is proposed to be undertaken under the guidance of an independently appointed advisory panel which will report directly to the Economy Board.

4.6 However, it has been agreed that each individual local authority will enhance this by undertaking any additional research required to fulfil the statutory requirement to provide evidence for local plans as required.

JESSICA

4.7 One of the key programmes currently in development across the City Region is JESSICA (Joint European Support for Sustainable Investment in City Areas). JESSICA is an initiative of the European Commission in cooperation with the European Investment Bank (EIB) and the Council of Europe Development Bank (CEB), in order to promote sustainable investment, and growth and jobs, in Europe's urban areas.

4.8 Using ERDF monies allocated to the North West Region through the North West Operation Programme (NWOP) this initiative is designed to increase the use of financial engineering instruments allowing Managing Authorities to use some of their European Structural Funds allocations to invest in revolving funds, rather than once-off grant financing. By doing so the

¹ This is a statutory duty for all Local Authorities to produce an annual economically focussed assessment of their districts to underpin policy and planning decisions. The six authorities in the Liverpool City Region intend to enact this duty in cooperation across the Liverpool City Region, via the Economy Board.

authorities can recycle financial resources in order to enhance and accelerate investment in urban areas.

- 4.9 The Liverpool City Region is currently in the process of identifying how partners can best utilise the ERDF for Merseyside which has been allocated £60m under the North West holding fund arrangements. In order to progress the development of a suitable Merseyside vehicle, members are asked to support a £5k contribution to allow LCR partners to fund expert advice. Future reports will be brought to Cabinet when details are available.

5. The Employment and Skills Board

- 5.1 One of the priorities of the Multi Area Agreement (MAA) is to improve the integration of employment and skills services within the City Region and to deploy resources more effectively in response to employer and resident requirements.
- 5.2 An employment and skills strategy and Commissioning Framework for the Liverpool City Region have now been produced and is a key component of implementing and delivering the wider ambition of the MAA. It sets out the vision for how employment and skills services will integrate within the LCR.
- 5.3 As part of the development process, an extensive programme of consultation has taken place. The new Skills Funding Agency, which will effectively replace the Learning and Skills Council from 1st April 2010, will mean that Regional Development Agencies will play a crucial role in determining skills needs and skills delivery within Regions. The LCR strategy will play a key role in setting out the LCR's priorities and detailing expectations from both National Government and the North West Development Agency (NWDA).
- 5.4 The responsibility for overseeing and delivering the key priorities set out in the strategy will belong to the Employment and Skills Board for the Liverpool City Region. The Board will contain between 16-19 members. It will include representation from all 6 local authority areas. It is proposed that the representative for Wirral will be Councillor Phil Davies.
- 5.5 It will include private sector employers, including Unilever. The UK commission for Employment and Skills (UKCES) recently issued guidance and recommendations to Ministers on the composition of Employment and Skills Boards. As a result of this guidance and the recommendation that it should be chaired by a prominent private sector employer, Alan Walker, Manufacturing Controller at Jaguar Land Rover has agreed to undertake the role as chair.

- 5.6 The Liverpool City Region submitted and was successful with a Future Jobs Fund Bid in September 2009. All Future Job Fund partnerships nationally have agreed to produce work and Skills Plans which set out how local authorities, working with their partners, can help deliver a reduction in worklessness and promote economic inclusion. DWP and CLG expect that where local authorities are operating across local authority boundaries (through a MAA and City Employment Strategy), they will produce a joint worklessness assessment and work and skills plans at the same scale.
- 5.7 The Employment and Skills strategy and evidence base will inform and underpin the development of the Liverpool City Region work and skills plan.
- 5.8 The Employment and Skills 'asked' of the MAA are being worked on with Government and were subject to a review meeting with colleagues from BIS and DWP in January. The next series of discussions will focus on the implementation of the Employment and Skills Strategy once it has been formally approved.

6. The Transport Board

- 6.1 In order to achieve a fully integrated, sustainable and safe transport network which supports economic and social regeneration ensures good access to all. To achieve this, the Transport platform of the MAA has the following priorities:
1. Improving accessibility to employment and opportunities
 2. Improve capacity and connectivity of the Liverpool City Region
 3. Low Carbon Transport Demonstration City: Reducing emissions and addressing climate change
- 6.2 At present, Merseyside and Halton have separate Local Transport Plans (LTP's) although they have previously been developed to have demonstrable links and interaction. The third LTP has to be implemented from April 2011. In support of the emerging governance arrangements for the LCR and in line with Department for Transport (guidance), a long term strategy for transport for the LCR will be common to both the Merseyside and Halton LTP's alongside more detailed implementation plans.
- 6.3 All reporting on LTP performance in future will be via Local Strategic Partnerships. There are long standing working arrangements between the Merseyside Transport Partnership (MTP) and Halton at both Member and officer level.
- 6.4 The Integrated Transport Authority has recently resolved that the arrangements for LTP 3 will remain largely the same with two separate

Plans, with certain integration between the two. The ITA launched the Merseyside LTP on the 3rd March.

- 6.5 The Transport working group has appointed Atkins to undertake a three stage review of transport governance for the LCR. This involves Problem Analysis and Objectives, Identification and Assessment of Options, Conclusions and Recommendations. Stage One is currently underway and engagement interviews with stakeholders are taking place.

7. The Housing and Spatial Planning Board

- 7.1 The Housing and Spatial Planning Board will make recommendations to the Liverpool City Region Cabinet on housing and planning matters. The terms of reference and responsibilities of the Board include;

- Developing and co-ordinating the Liverpool City Region Spatial Strategy development, as the framework for underpinning the economic plans for the region and to make the appropriate links between the Core Spatial Strategy with the Local Development Frameworks of the constituent councils.
- Co-ordinating and managing joint Local Framework activity across the City Region (including the Waste DPD) to ensure the planning framework will deliver all the key economic drivers and major schemes.
- Developing, co-ordinating and monitoring the implementation of the Liverpool City Region Housing Strategy and Action Plan.
- Recommending to the City Region Cabinet the priorities for action and the allocations of pooled public sector housing resources to meet the key strategic priorities.
- Identifying employment and skills opportunities associated with the delivery of the City Region Housing action plan.
- Implementing and monitoring the Housing Platform of the City Region Multi Area Agreement.

- 7.2 The Board is working with the Homes and Communities Agency (HCA) to develop a strategic plan and Housing Investment Framework and to deliver a set of targeted interventions to meet the challenges of the housing market in the Liverpool City Region.

- 7.3 The Board is constituted with six elected members from the constituent councils as well as a supporting role will be extended to HCA, GONW, 4NW and the NWDA.

7.4 Councillor George Davies is Wirral's representative on the Housing and Spatial Planning Board.

8. The Environment and Waste Board

8.1 Wirral is the LCR lead for the Environment and Waste, and a significant amount of work has been done to establish the working arrangements for this policy board.

8.2 The Environment Board has been established and is chaired by Cllr Steve Foulkes. It is proposed that the elected member for Wirral on this board is Cllr Gill Gardner. The terms of reference for this board are attached at Annex C.

9. Healthier and Safer Communities

9.1 The LCR Healthier and Safer Communities Board has now been established. A terms of reference has been established (attached at Annex B) and the Board has met twice so far.

9.2 The guiding principles of the Board are set out as follows:

- To drive forward the Liverpool City Region vision by providing a collaborative, added value approach to securing Safer and Healthier Communities across the city region
- To guide and influence the development, implementation and monitoring of the city region's Safer and Healthier Communities Plan, which will set out the Board priorities
- To act as an advocate and champion for Safer and Healthier Communities

9.3 The Board is chaired by Councillor Robinson from Sefton. The Wirral representative on the Board is Marie Armitage, Director of Public Health.

10. Improvement and Efficiency

10.1 Significant progress has been made on the Improvement and Efficiency Partnership activity for the Liverpool City Region. Wirral is the lead for this cross-cutting board.

10.2 The Merseyside Improvement and Efficiency Partnership (MIEP) meets quarterly to provide direction of travel, executive level sponsorship and accountability to a robust structure of working level groups. This partnership will receive regular reports from each of the project sponsors in a pre-determined work programme. The Leader of the Council, Councillor Steve Foulkes, sits on this partnership.

10.3 Working groups will ensure that each work stream is delivered on time and within budget and that the pre-determined impact measures are achieved. These groups will include a lead officer (or project manager) who will be supported by a senior sponsor. The sponsor will report back into the partnership board on progress towards agreed outcomes.

10.4 The representatives for the LCR on the North West Improvement and Efficiency Partnership are the Chief Executive of Liverpool City Council and the Chief Executive of Wirral Council.

11. Kitemarking

11.1 Liverpool City Region kitemarked projects will support a number of key areas, such as:

- Enabling outcomes identified within the MAA
- Inform the development of a joint investment strategy
- Support the development of a public affairs strategy by providing a clear basis for lobbying and promotions

11.2 The kitemarking process is currently under development. Details will be reported to members as appropriate.

12. The Single Conversation/ Joint Investment Planning

12.1 The Single Conversation is the Homes and Communities Agency's most important business planning process. In the Liverpool City Region, the Single Conversation process is being channelled through the City Region Cabinet.

12.2 The City Region and government committed in 2009, as part of the Liverpool City Region Multi-Area Agreement, to the establishment of a formal partnership between the City Region and HCA. The aim of this partnership was to agree, the priority regeneration and housing outcomes for the City Region and the development of a toolkit of spatially focussed interventions, which will enhance opportunity and develop pathways in the City Region's housing markets.

12.3 Based on these principles, a Joint Investment Plan for 2010/11 is currently being worked up for presentation to the LCR Cabinet in March 2010, with a view to preparing a full investment plan for 2011-14 by Autumn 2014.

13. Communications

13.1 LCR Partners have agreed the need to work towards some key protocols in relation to Communications across the Liverpool City Region area. At present, these protocols are draft, and as yet, have not been agreed. The proposals include:

- A public affairs strategy, to include working with MPs and a series of press releases
- A website to enable information relating to city region governance and activities to be easily accessed and communicated
- An e-learning module on the benefits of city region working be developed for use initially by Elected Members

- 13.2 As a first principle for the communications work, the partner Local Authorities comprising the City Region Cabinet should produce and manage communications for the City Region Board for which their authority/ organisation has the lead. Specific working arrangements will need to be agreed where the lead is shared.
- 13.3 It is currently proposed whichever authority holds the City Region Cabinet chair should take responsibility for 'corporate' LCR communications. Currently, the chair is held by Knowsley, although this is due to change in August 2010.
- 13.4 There is a need for a communications lead for each Board. This role would include co-ordinating communication for the relevant Board, enabling linkage between the Boards and also ensuring coordination with communications officers in relevant organisations. For example, Wirral as the lead for the Environment Board, would be responsible jointly with Merseyside Environmental Advisory Service (MEAS).
- 13.5 There has been a need for City Region good news stories to be identified and an outline timetable for their release developed. Specific work has already been undertaken to coordinate press releases on the Future Jobs Fund. Building on this, it is proposed that a protocol needs to be developed and agreed for all communications on city region policies, projects, proposals and initiatives. The following protocol has been proposed, although not agreed:
- Members of the group will liaise with the relevant Lead Officer(s) to identify and timetable suitable good news stories for their Boards which reflect the priorities set out in the Liverpool City Region Strategic Framework, the MAA and other kitemarked projects;
 - A standard, corporate 'LCR paragraph' and notes to editors should be included in all press releases. MPU will produce this. Communications contacts for each Board should develop standard 'Board' paragraphs and notes to editors;
 - The Chair of the Cabinet will be the source for quotes on 'corporate' city region issues;
 - The Chairs of each Board will be the source for quotes for their particular Board;
 - If city regional stories also have a district element, it is proposed

that the first quote will come from the Chair of the relevant Board and the second quote from the appropriate local Member (e.g. a City Region environment project that has a specific local impact on Liverpool would have a first quote by Councillor Steve Foulkes as Chair of the Environment Board and a second quote by Councillor Berni Turner as Cabinet member for Environment at LCC).

- Where City Region stories do *not* have a specific district element, the Chair of the relevant Board will be the only source of quotes.
- All press releases are to be circulated to members of the Communications Group before they are published to ensure that they are consistent with messages in other Board areas.

14. Financial implications

14.1 In respect of JESSICA (para 4.9), members are asked to support a £5k contribution towards suitable procurement advice in terms of working with the Private Sector to maximize the impact of the available ERDF resources. This will be found within existing budgets. The four other Merseyside Local Authorities are expected to make the same contribution.

15. Staffing implications

15.1 No implications arising directly from this report. Officers have been working on a City Region basis for a number of years on specific issues and activities.

16. Equal Opportunities/Equality Impact Assessment (EIA)

16.1 None as a direct result of this report, but work across the Liverpool City Region is subject to individual organisation policies and procedures.

17. Community Safety implications

17.1 The Safer and Healthier Communities Board is going to provide some co-ordination of Community Safety, where appropriate, at a City region level.

18. Local Agenda 21 implications

18.1 None as a direct result of this report.

19. Planning implications

19.1 None as a direct result of this report.

20. Anti-poverty implications

20.1 The work of the City Region will support social inclusion and promote equality, for example the Employment and Skills Board has a responsibility for Worklessness and Child Poverty.

21. Human Rights implications

21.1 There are no implications arising directly from this report.

22. Social Inclusion implications

22.1 The work of the LCR will support social inclusion.

23. Local Member Support implications

23.1 There are no implications arising directly from this report.

24. Background Papers

24.1 Background papers and terms of reference for the established boards can be obtained from Alan Evans in the Strategic Development section who can be contacted on 0151 691 8426.

25. RECOMMENDATION

25.1 Cabinet is asked to agree the contents of this report in respect of the developments within the Liverpool City Region and the performance of the Multi Area Agreement (MAA). Specifically, Members are asked to:

- i.) Authorise officers to continue to engage in LCR structures, issues and activities set out in this report;
- ii.) Agree the following representation to the relevant LCR Boards:
 - Chair of the Environment and Waste Board – Councillor Steve Foulkes
 - Merseyside Improvement and Efficiency Partnership – Councillor Steve Foulkes
 - Employment and Skills Board - Councillor Phil Davies
 - Environment and Waste Board – Councillor Gill Gardner
- iii.) Support a contribution to enable LCR partners to fund suitable expert legal advice to ensure that available ERDF resources are maximized through new funding initiatives such as JESSICA (as per para 4.9).

J. WILKIE

Deputy Chief Executive/ Director of Corporate Services

This report was written by Alan Evans in the Strategic Development section who can be contacted on 0151 691 8426

Annex A

Economy Panel and Board Terms of Reference

The Economy Panel

The diagram at the end of this document sets out the structure for the economy panel and board.

The purpose of the Economy Panel is to provide ongoing steering to the Economy Board in transforming the Liverpool City Region economy and delivering sustainable economic growth.

The Economy Board will report to the Liverpool City Region Cabinet. Members of the Economy Panel will use their experience and knowledge of the Liverpool City Region economy to comment, advise and question the plans and progress of the Economy Board.

The Economy Panel will cooperate with other groups involved in developing the economy of the Liverpool City Region.

The Economy Panel will meet at least twice per year.

The Chair of both the Economy Panel and the Economy Board will be the Chair of The Mersey Partnership (TMP).

The Economy Panel will ratify the appointment (nominated by the Chair) of a deputy-chair to operate in the absence of the Chair, and this appointment will be reviewed annually.

The panel will nominate an Economy Board of not more than twenty members that will provide a broad range of knowledge and experience in economic development in the Liverpool City Region.

Membership of the Economy Panel will be reviewed annually.

The TMP Board will formally establish the Panel and delegate the responsibility to:

- Nominate the Economy Board.
- Ratify the appointment of the deputy-chair of the Economy Board.
- Convene meetings of representatives from the Liverpool City Region and to treat through the Economy Board with TMP and with TMP's principal stakeholders.
- Establish separate functional sub-committees where appropriate.
- Keep the Economy Board informed about activities, performance and economic development throughout the City Region.

Transformational Committees

Development of the four transformational sectors of SuperPort, Visitor Economy, Knowledge Economy and Low Carbon Economy will be led by bespoke panels and committees. These panels and committees have been established separately.

The transformational committees will have direct responsibility for the transformational actions, plans and recommendations. The Economy Board will intervene and prioritise where there is overlap or duplication.

Opportunities in other areas of economic activity may become apparent and the Economy Board will be responsible for making arrangements for their development and delivery.

The Economy Board

The role and functions of the Economy Board are to:

- Develop and set economic strategy, and to take decisions about strategic priorities. This will form the Economy component of the Liverpool City Region Cabinet's strategic framework, and will include delivery of the Multi-Area Agreement economy platform.
- Coordinate economic related intelligence and research.
- Develop and oversee the delivery of an investment plan for sustainable economic growth, aligning European, national, regional and local resources with strategic priorities. These investment priorities will be recommended for kitemarking-marking by the Liverpool City Region Cabinet.
- Monitor the economic performance of the Liverpool City Region, including the impact of programmes where appropriate.
- Oversee inward investment activity in order to drive up job creation, to promote a positive image of the City Region within the investment community, and to secure competitiveness.
- Take responsibility for communicating economic priorities across the City Region and beyond, and oversee lobbying for and advocacy of the economic strategy and investment plan.
- Provide the 'Local Economic Assessment Duty²' at a City Region level.
- Link the Economy Board to other Liverpool City Region Boards.

The Economy Board will include significant private sector membership.

² This is a statutory duty for all Local Authorities to produce an annual economically focussed assessment of their districts to underpin policy and planning decisions. The six authorities in the Liverpool City Region intend to enact this duty in cooperation across the Liverpool City Region, via the Economy Board.

The chair of each transformational committee will be represented on the Economy Board to ensure strong linkage and accountability.

The Liverpool City Region cabinet is comprised of the Leaders of the six Liverpool City Region Local Authorities and the chair of The Mersey Partnership.

Wirral Membership of the arrangements for the LCR Economy Structure

TMP BOARD

Cllr Phil Davies (Representative of other Local Authorities)

Economy Board

Steve Maddox

Annex B

LCR Safer and Healthier Communities Board

Terms of Reference.

1. Introduction

The advisory note '**Role and Purpose of the Board**' set out below outlines the Liverpool City Region context, governance and the main areas of focus and responsibilities of the Safer and Healthier Communities Board ("the Board"). The Board has been established to support the City Region Cabinet and delivery of the Liverpool City Region (LCR) Vision.

2. Terms of Reference

Purpose

- To drive forward the Liverpool City Region Vision by providing a collaborative, added value approach to securing Safer and Healthier Communities across the city region.
- To guide and influence the development, implementation and monitoring of the city region's Safer and Healthier Communities Plan, which will set out the Board priorities
- To act as an advocate and champion for Safer and Healthier Communities

Shared priority statement

- To agree a common unifying theme/priority which complements the overarching priority associated with Liverpool City region ambitions.
- To communicate the priority and outcomes associated with it within their own internal organisational structures
- To communicate the values of the LCR consistently to the wider community linking its priorities, performance and targets to locally identified needs.

Accountability

- Accountability is demonstrated within the Board by its members ability to ensure that partnership working is productive, sustainable and supportive
- Partners within the Board are supportive of each other and are willing to make evidence based commissioning decisions that may require aligning/pooling resources to address what are Board *locally identified and agreed* priorities.
- Performance management and accountability for the outcomes of the Board will be reported to the Liverpool City Region Cabinet.

Relationship management/people and partners

- To work collectively and when/where possible enhance the Boards financial and staffing capacity so as to achieve its, objectives and priorities.
- To make recommendations to key National, Regional and sub-regional organisations and key agencies on issues relating to its responsibilities.

Community Engagement

- To ensure that our communities are given a prominent role in defining what matters most to them and are able to influence the current and future priorities of the Board.
- To put structured processes in place to ensure a transparency of process within the Board
- To report the performance of the Board both internally to the staff of the respective Agencies as well as to the local community.

Communication

- To communicate its strategy/plan to all respective partners, stakeholders and staff within their respective Agencies as well as reporting to the wider community its shared objectives, priorities and progress.
- To communicate success to the LCR Cabinet as well as wider partnerships thus raising the confidence of stakeholders and the local community in its work.

Effective use of resources

- To use a shared and agreed data to identify joint priorities
- To commission services in line with this theme and the agreed outcomes that flow from it.
- To ensure that community and service user feedback is a central part of the Boards decisions on commissioning.
- To be in a position to recommend and/or implement:
 - Alignment within their Agencies to ensure adequate service delivery is directed at securing the outcomes of the Board.
 - *Resources* from one partner Agency can be both dedicated to support the infrastructure of the Board, or allocated within and between partner organisations if it supports the over-all programme

Performance Management

- To recommend and agree clear realistic targets that are based on the outcomes or enhancements agreed with Liverpool City Region.
- To seek to ensure that there is clear alignment between the delivery of the outcomes of the Board and the board members individual agency action plans.
- Support the regular review of the city region's Safer and Healthier Communities Plan and provide an updated/refreshed Plan as required.
- Report on outcomes and targets to the LCR Cabinet, reflecting any associated *risk* and the time needed to take necessary remedial action

ADVISORY NOTE:

The Board – Role and Purpose

1. The Safer and Healthier Communities Board will be established during the autumn of 2009 to lead the strategy and planning process in relation to the development of a City Region Plan for Safer and Healthier Communities, ensuring the translation of the key strategic outcomes of the Liverpool City Region Strategy into local delivery.
2. The aim of the Safer and Healthier Communities Board is to develop a collaboration to reduce health inequalities and create safer, stronger, healthier communities.
3. The Board's primary purpose is to guide and influence the development, monitoring and implementation of the city region's Safer and Healthier Communities plan. This plan will set out the Board's priorities for a Safer and Healthier city region and how it will work to deliver the vision for the city region. It will also provide the opportunity to drive alignment of public sector investment and interventions to secure added value in promoting a safer and healthier region.
4. The Board will engender a coordinated and concerted approach to achieve a common framework of shared targets for an integrated service, including clear outcomes for providers in both the public and private sector.
5. Any commissioning by the Board will be responsive to statutory responsibilities, based on the analysis of demographic characteristics and trends, the findings of performance monitoring, identified gaps and shortfalls in provision that are having an adverse impact on achieving the agreed outcomes of the Board.
6. The Board will operate with the following guiding principles:

Guiding Principles

1. A clear vision that reflects and builds on the Liverpool City Regions Strategy
2. A vision that also reflective of the strategic outcomes associated with key partners within their own organisational strategies / plans.
3. Clear agreements on strategic and operational governance
4. A joint evidence base with shared outcomes
5. A performance culture based around the an outcomes framework with 'evidence based' targets
6. Review performance within a culture of open debate and constructive challenge
7. Ancillary support structures in place to support the work of the Board.
8. An effective communication strategy between partners within the Board, LCR Cabinet, partners agencies and the local community.

Annex C

LIVERPOOL CITY REGION ENVIRONMENT AND WASTE BOARD

1 This paper sets out a proposal for the initial composition of the Liverpool City Region Environment and Waste Board. It is a product of a discussion I have had with a number of colleagues and has been prepared for the purpose of consultation only.

2 The Proposal.

The Board might comprise :-

- i) Chair – Councillor Steve Foulkes, Leader – Wirral Council
- ii) Six Elected Members representing the 6 local authorities of the Merseyside City Region. It is recommended that these Members will be of senior status, preferably being members of each Council's Cabinet/Executive Board *
- iii) One representative from the Environment Agency representing environmental regulation within the sub-region.
- iv) One representative from the North West Development Agency.
- v) One representative from The Mersey Partnership.
- vi) One representative from the Merseyside Waste Disposal Authority.
- vii) Two representatives from the Private Sector
- viii) One representative from the higher education institutions within the City Region.

It is envisaged that all Board members will hold positions of seniority within their respective organisations to reflect the importance and significance of its work.

LIVERPOOL CITY REGION ENVIRONMENT AND WASTE BOARD

TERMS OF REFERENCE

- 1 To develop a programme of priorities to improve the sustainability and the environmental performance of the Liverpool City Region.
- 2 To ensure that the environmental implications of all of the work of the City Region Cabinet are recognised and understood.
- 3 To co-ordinate and harness the support of all key partners to ensure the delivery of the established priorities for action.
- 4 To champion awareness of environmental issues across the City Region.
- 5 To champion and promote new ideas, technologies and innovations which will improve the environmental performance of the City Region.
- 6 In support of the Economy Board to champion and promote growth within those businesses located within the City Region working in the fields of sustainability and the environment.
- 7 To lever additional resources where possible for City Regional environmental priorities.
- 8 To ensure the reporting of progress of the City Region's environmental performance.
- 9 To work with the other City Region Boards as appropriate to ensure that this agenda is promoted and developed.

Annex D - LCR Governance Structure

