

TERMS OF REFERENCE

Following on from the Liverpool City Region Visitor Economy succession plan, the plan recommended a new governance structure for the Visitor Economy Board with the following Terms of Reference and Membership arrangements.

1. Purpose

- 1.1 The Visitor Economy Board has a remit to stimulate, guide and support growth across all areas of the Liverpool City Region's (LCR) visitor economy. This will include relationship building at national level and with other regional destinations where joint working/strategy is deemed to be beneficial.

2. Accountability

- 2.1 The Visitor Economy Board will be one of the LEP's senior boards and should be regarded defacto as the City Region tourist board. There will be a visitor economy champion on the LEP Board who will also be the Chair of the LCR Visitor Economy Board.
- 2.2 The Visitor Economy Board will approve an annual Business Plan and budget and make recommendation to the LEP board for endorsement. The Visitor Economy Board will report regular progress to the LEP board on its delivery.
- 2.3 The Visitor Economy Board members will have a term of office for three years with a view to renewal for a further three years in order to provide continuity and to ensure confidence with Government, EU and Business partners.
- 2.4 The Chair of the Visitor Economy Board will initially be selected and invited by the LEP Chair to the board. The Chair of the Visitor Economy Board will, in turn, invite members to join the Visitor Economy Board.
- 2.5 As members of the board resign or reach term of office, the Visitor Economy Board will make recommendation to the Visitor Economy Board Chair for replacements.
- 2.6 The governance of the LEP Destination Management Organisation (DMO) will continue to rest with the city region's Visitor Economy Board who, in turn, will report to the main LEP Board, as is the case for the other growth sector boards.
- 2.7 As part of these arrangements, a technical advisory group comprising officers from the LEP and district authorities should be established to provide specialist guidance to the Visitor Economy Board to ensure better co ordination of visitor economy initiatives that relate to the implementation of the LCR visitor economy strategy and funding programmes.

3. Membership

- 3.1 The Visitor Economy Board will have adequate sub regional representation and comprising public or private sector representatives from each of the districts within the Liverpool City Region – Sefton, Wirral, Knowsley, St Helens, Liverpool and Halton. The VEB will have representation from sub regional organisations that are central to

development and implementation of visitor economy initiatives. These organisations will include the Local Enterprise Partnership, Merseytravel and Liverpool John Lennon Airport.

- 3.2 Membership of the board will also include representatives that can provide a level of specialist support and knowledge that will be required to successfully deliver the agreed priorities within the Liverpool City Region Visitor Economy Strategy to 2025 – see appendix A section 5.
- 3.3 District representatives of the Visitor Economy Board should be the chairs of the existing tourism business networks. Where this is not possible, either the CEO of the Local Authority or senior director will invited to join the board until a suitable representative can be found.
- 3.4 Marketing Liverpool will be required to attend VEB meetings as the Liverpool City Region's destination marketing organisation.
- 3.5 Attendance of 3 meeting out of 4 (on a rolling basis) will be a condition of membership. As a general rule, other than specific exceptions agreed with the Chair, exceptions will not be permitted.
- 3.6 The Chair of the Visitor Economy Board will be represented on the main LEP Board to ensure the sector is integrated with the activities of the Liverpool City Region's other identified growth priorities and to ensure the interests of the sector are represented in decision making and policy formation.
- 3.7 The Visitor Economy Board will be able to co-opt members for a specific purpose and term as it sees fit, subject to agreement by the Chairs of the LEP and the Visitor Economy Board.

4. Meetings

- 4.1 The Visitor Economy Board will meet every 3 months to fit into the LEP Board cycle and to facilitate interaction between the Visitor Economy Board, Place Marketing Board and the LEP.
- 4.2 An annual calendar of meetings and venues rotating between Visitor Economy Board members will be agreed at the outset.
- 4.3 Secretariat and Executive Support – the LCR LEP will provide secretariat support for the VEB and executive support will be delivered by the LCR LEP, together with any nominated partners where any activities are not directly managed.

5. Scope and Role

- 5.1 The Visitor Economy Board will monitor progress of the delivery of LCR Visitor Economy Strategy through an agreed implementation framework. This will be based on the delivery of the agreed priorities within the strategy and include establishing performance targets, supporting the development of investment opportunities and exerting influence where this is required.

- 5.2 The Visitor Economy Board will work closely with other senior Boards of the LEP and any new groups with a directly relevant remit that the LEP may establish. The Chair of the Visitor Economy Board will agree the most appropriate forms of joint working with the Chairs of other Senior Boards and these might include reciprocal membership or regular attendance of each other's Boards.
- 5.3 The Visitor Economy Board will build close working relationships, through means to be agreed, with other key partners operating at both City Region and district level. These include the Mayor of Liverpool's Mayoral Development Corporation Board and his Mayoral Commissions (Education; Health; EU), the Councils of the other six Local Authorities; Liverpool Vision and Marketing Liverpool, Liverpool Business Improvement District Company, Chambers of Commerce, LCR Combined Authority and other appropriate organisations including Tourism Business Networks.

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Appendix A

ROLE DESCRIPTIONS: CHAIR, VICE-CHAIR AND MEMBERS

The role descriptions for the Visitor Economy Board and its Members have been developed to provide initial guidance, drawing on best practice from similar organisations. As the LEP rolls out its own governance framework and as the Visitor Economy Board develops in its role, this body of guidance will be the subject of review and adjustment to reflect collective lessons and experience. In the intervening period, the following will be brought into use in the establishment and operations of the revised Visitor Economy Board.

1 THE VISITOR ECONOMY BOARD (VEB)

- 1.1 The Visitor Economy Board is a Board of the Liverpool City Region Local Enterprise Partnership (LEP). It is a high level leadership group, bringing together private and public sector across the Liverpool City Region, supporting and co-ordinating a wider community and forging and maintaining national and international connections and relationships.
- 1.2 The Visitor Economy Board will support the LEP in the development of the city region's strategy to deliver the LEP's accelerated economic growth objectives through the use of and investment in the visitor economy.
- 1.3 The role of Visitor Economy Board members is to proactively drive, challenge and influence the LCRs visitor economy sector to ensure that its growth objectives are realised and there is integration, as appropriate with the City Region's other identified growth sectors.

In so doing, the Visitor Economy Board will advise the LEP and its constituent members, on all matters within the scope of its remit and to act within any guidance and direction from the LEP. The Visitor Economy Board will identify all issues of major importance including strategy, key strategic objectives and targets, and key decisions embodied in the Business Plan, Annual Budget, Destination Management Plan and the overarching Visitor Economy Strategy.

- 1.4 In carrying out these responsibilities, the Visitor Economy Board Members will look across all sectors of the city region's visitor economy to identify key opportunities and priorities for growth, and to ensure appropriate marketing and promotional activity take place to support their achievement.
- 1.5 Visitor Economy Board Members will have collective responsibility, under the leadership of the Chair, to ensure that the Visitor Economy Board fulfils the remit set by the LEP. The Visitor Economy Board Members will collectively and individually provide leadership, support and generally work to build and maintain a vibrant and dynamic visitor economy in the city region which is well connected to national and international markets. The Visitor Economy Board Members will support close working between the private and public sectors.

- 1.6 The Visitor Economy Board will arrange, and chair two stakeholder conferences per year with the LEP constituent members of the Visitor Economy and Convention Bureau and other appropriate organisations. These conferences will have two principal roles, i) To receive feedback and views of the constituent members of the region in order to inform the Visitor Economy Board on progress and give insight to priorities, ii) To update constituent members on activity driven by the Visitor Economy Board and results of that activity along with an overview of performance of the City Region's Visitor Economy.
- 1.7 In pursuance of the Visitor Economy Board's remit, Board Members shall:
- (a) Establish the overall strategic directions for the visitor economy in the city region through the development and periodic review of the LCR Visitor Economy Strategy Priorities;
 - (b) Support, engage with and otherwise facilitate activity by the visitor economy membership to deliver priority activities and campaigns and require, receive and review information on activity and campaigns from key partners responsible for key activity;
 - (c) Ensure that the LEP is advised of progress, key issues and any material changes which are likely to affect the LEP's overarching Business Plan and that any necessary corrective action is taken;
 - (d) Maintain high standards of governance at all times.
- 1.8 Members of the Visitor Economy Board are appointed for their skills, expertise and influence and are expected to bring these to bear in support of the Visitor Economy Board's objectives together with commitment to deliver any specific actions within the Visitor Economy Board's Visitor Economy Strategy for which their organisation has lead responsibility.
- 1.9 Individual members of the Visitor Economy Board shall act in accordance with their responsibilities as members of the Visitor Economy Board, being mindful of any specific requirements or values which the LEP may from time to time decide. The Visitor Economy Board as a whole and individual Members shall in particular be mindful of and respect the commercially confidential and sensitive nature of some activities. Individual Members shall at all time act in the best interests of the agreed collective objectives and in good faith. In the event of any conflicts of interest, Individual Members shall declare these to the Chair.
- 1.10 Individual Members will commit to attending three out of four meetings of the Visitor Economy Board as a condition of membership and will make their facilities available for meetings of the Visitor Economy Board.
- 1.11 Members should be senior decision makers and able to influence at local and potentially national level to support the delivery of priorities. They should also be advocates of the sector, able to commit the time to attend board meetings and exert influence as is required.

2 THE CHAIR

- 2.1 The Chair of the Visitor Economy Board is responsible for advising the LEP Board and reporting to it on all matters within the remit of the Visitor Economy Board.
- 2.2 The Chair will provide leadership to the Visitor Economy Board, ensuring that it works as a coherent and effective leadership team, that it provides wider leadership and support to the city region's visitor economy and that the Visitor Economy Board's work is informed by the views of its membership/constituents.
- 2.3 The Chair shall act as the spokesperson for the Visitor Economy Board, building and maintaining influential relationships and close working with international, national, regional and local institutions and key players in Governmental, private sector and public sector arenas concerned with the visitor economy to support the city region's visitor economy objectives.
- 2.4 The Chair will also be the LEP Board's visitor economy champion and will work closely with the Vice-Chair of the Visitor Economy Board; the Chairs of the LEP's senior Boards and with the chairs of other senior groups within the city region in pursuance of the city region's accelerated economic growth objectives.
- 2.5 The Chair will advise, and bring into play the collective expertise of the Visitor Economy Board and its membership to advise senior city regional groups and players on the matters for which the Visitor Economy Board is responsible. S/he will represent the views of the Visitor Economy Board to the LEP, membership, partner and stakeholder organisations and the general public.
- 2.6 The Chair shall ensure that the Visitor Economy Board is provided with regular advice, intelligence and reports on the development and delivery of the Visitor Economy Board's destination management plan and related objectives and targets.
- 2.7 The Chair will encourage high standards of collective working and governance.
- 2.8 The Visitor Economy Board Chair: expertise, skills and influencing requirements**
 - 2.8.1 The Chair of the Visitor Economy Board will have wide ranging and extensive high level experience and knowledge of, and well developed connections and working relationships in the visitor economy, in national and international arenas.

2.8.2 S/he will have highly developed leadership, strategic and organisational skills, developed in international, national or regional executive roles, and a track record of operating effectively in, and with, Governmental and major corporate spheres.

3 THE VICE CHAIR

3.1 The Vice Chair will support and deputise for the Chair in his/ her absence.

3.2 In this context, the responsibilities and role, and expertise requirements of the Vice Chair will be the same as those of the Chair.

4 MEMBERS

4.1 The general responsibilities of Visitor Economy Board Members are set out in Section 1. Additionally, Visitor Economy Board Members will bring specific contributions to the work of the Visitor Economy Board. These, together with required expertise, skills and influencing capabilities are set out below.

5 SPECIFIC CONTRIBUTIONS

5.1 Whilst this list is not exhaustive, the key areas of specialist expertise required within the Visitor Economy Board are as follows:-

- i. Employment and Skills
- ii. Destination and Place Marketing
- iii. Arts and Culture
- iv. Business Tourism
- v. Transport and Connectivity
- vi. Sport