

Liverpool City Implementation Action Plan

Proposal:	Implement a new Mayoral governance model and supporting structures	
Summary:	Establishment of new Mayoral governance arrangements including the election of a Mayor, amendments to the Liverpool City Council constitution, establishment of a Mayoral Development Corporation and Board, and enable local oversight of Homes and Communities Agency assets and other economic development priorities in Liverpool;	
Outcome:	A new leadership role for the Mayor, combined with new powers and resources to drive the economic priorities and aspirations of the City; a new way of working in partnership with the private and public sectors through the Mayoral Development Corporation	
Milestone	Inaugural meeting of Mayoral Development Corporation Board – October 2012 Publish Framework for Growth – March 2013	
Action:	Owner	Timeline
Establish Liverpool Mayoral Development Corporation and Board		
Members of LMDC identified and appointed	LCC	October 2012
Launch public consultation draft of the Mayor's "Framework for Growth"	LCC	October 2012
First meeting of LMDC Board	LCC	October 2012
Publish Mayor's "Framework for Growth"	LCC	March 2013
Joint work with Homes and Communities Agency to maximise benefit of HCA assets held in Liverpool		
Agree HCA representation on LMDC	HCA	September 2012
Produce draft implementation plan to align HCA assets in Mayoral Investment Programme	HCA	November 2012
HCA approve implementation plan	HCA	December 2012
Identified HCA assets aligned with Mayoral Investment Programme	HCA/ LCC	March 2013

Proposal:	Establishment of Mayoral Investment Programme	
Summary:	Development of a Mayoral Investment Programme, establishment of a new Liverpool City Enterprise Zone and five Mayoral Development Zones, and creation of “single pot” to support economic activity which will combine a £75m contribution from Government with other public and private investment funds, as well as aligning funding, where possible, from the new 2014-2020 EU programme (subject to local governance arrangements for any devolved new EU Programme);	
Outcome:	The creation of a “single pot” Mayoral Investment Programme that combines resources from the City, City Region and Government; which is also aligned where appropriate to European funds (subject to local governance arrangements for any new devolved new EU Programme).	
Milestone	The establishment of the new Liverpool City Enterprise Zone and five Mayoral Development Zones that will be the focus of future economic investment Liverpool City Enterprise Zone goes live – April 2013	
Action	Owner	Timeline
Progress on implementing the Liverpool City Enterprise Zone		
Enterprise Zone business case application submitted to DCLG	LCC	March 2012
Revised Enterprise Zone business rate Discount Boundaries submitted	LCC	August 2012
Enterprise Zone business case approval	DCLG/ LCC	Sept/Oct 2012
Enterprise Zone goes live	LCC	April 2013
Business Rate Relief on offer in Enterprise Zone	LCC	April 2013
UKTI inward investment support to Enterprise Zone & 5 Mayoral Development Zones	UKTI/ LCC	April 2013
Government support for superfast broadband in Enterprise Zone	DCLG/ BIS/ DCMS	April 2013
Secure £75m UK Government funding towards Mayoral Investment Programme		
LCC submit business case to DCLG for £75m	LCC	September 2012
DCLG approve business case	DCLG	October 2012
HMT approve business case	HMT	November 2012
DCLG to agree payment plan with LCC	DCLG	December 2012
Investment criteria agreed	LCC	December 2012
Further sources of funding identified and secured for Mayoral Investment Programme	LCC	December 2012
Level of EU funding post 2013 to be aligned with the Mayoral Investment Programme agreed, in accordance with new Governance arrangements for any future devolved EU Programme.	LCC/LEP	April 2013

Proposal:	Develop welfare pilots to reduce welfare dependence	
Summary:	Investigate a pilot welfare initiative that will look at new and innovative ways of tackling worklessness and welfare dependence.	
Outcome:	Improve the benefit claims experience for customers while making efficiency savings for both the City and DWP; increase the numbers of claimants moving into work and hence out of poverty; and reduce benefit fraud and error rates.	
Milestone	Introduction of initial scheme (if agreed) – April 2013	
Action		
Development of new local welfare system proposals by Mayor, LDL and LCC	Owner LCC / LDL	Timeline September 2012
Constructive dialogue with DWP on proposals	LCC/DWP	October 2012
LCC formally submit proposals to Cabinet Office and DWP	LCC	November 2012
Government to consider proposals and discuss possible ways forward	DWP	December 2012

Proposal:	Youth Contract	
Summary:	New arrangements for the delivery of the Youth Contract in Liverpool which will support young people and local businesses through the development of increased apprenticeship opportunities and a focus on aspiration raising and pre-employment.	
Outcome:	Development of new ways of delivering Youth Contract in Liverpool to address NEET prevention and progression	
Milestone	Introduction of initial scheme – October 2012	
Action		
Agreement to the full design and delivery of the Youth Contract with Cities Policy Unit and DfE	Owner LCC/CPU	Timeline September 2012
Introduction of the initial scheme	LCC	October 2012
Second phase delivery begins	LCC	December 2012

Proposal:	Schools Investment Plan	
Summary:	Establishment of a Mayoral Education Commission, to make a series of recommendations on a broad range of education issues; implementation of a Schools Plan to build up to 12 new schools, including at least six new academies. Council to work with schools, the universities and the private sector to assist new academies to attract appropriate sponsors and to identify appropriate school specialism's that will address skills shortages in key economic sectors	
Outcome:	A fit for purpose schools estate and education system in the city that will support its children and young people to exceed national age-related expectations and prepare them for the world of work	
Milestone	First school opened – September 2013	
Action	Owner	Timeline
Establish Mayoral Education Commission	LCC	July 2012
Mayoral Education Commission - preliminary findings	LCC	November 2012
Mayoral Education Commission - final recommendations	LCC	April 2013
First school on site August 2012 (due to open September 2013)	LCC	August 2012
First wave of 5 schools opened	LCC	September 2015
Second wave of 5 further schools opened	LCC	September 2017

Liverpool City Region Deal Implementation Plan

Proposal:	Deliver an International Business Festival on the banks of the Mersey in 2014	
Summary:	An International Business Festival which showcases and celebrates business opportunities to Europe and the rest of the world, delivering £100m return on investment	
Outcome:	£100m return on investment following a successful Business Festival	
Milestone	Business plan and budget agreed – December 2012 Agree communications plans – March 2013	
Action	Owner	Timeline
Deliver a National Enterprise Conference in Liverpool in Spring 2013 as follow on to Global Entrepreneurship Congress (GEC)	LV	June 2013
Complete procurement of a private sector partner to deliver and support the event	LV	December 2012
Produce and submit to BIS a business case for £5m Government funding	LV	August 2012
Commission additional export support for Small and Medium Enterprises to prepare themselves for trade opportunities from European Union Funding	DCLG/ LCR LEP	January 2013
Commission an independent evaluation of the economic impact of the festival	LV	March 2013
Government to consider and approve business case for £5m	BIS	September 2012
Draft Business Plan and Budget in place	LV	December 2012
Develop a communications plan that will support the delivery of the event, help promote it to international partners and raise the profile of the event	UKTI/BIS/LV	December 2012
Promote International Business Festival as National Event	CO	Ongoing
Commit senior Civil Service time from relevant departments to the delivery of the project particularly UKTI, BIS, Foreign and Commonwealth Office	CO	October 2012
Hold International Business Festival	LV	2014

Proposal:	Accelerating investment in the Low Carbon Economy	
Summary:	A low carbon red tape pilot that will aim to reduce regulatory burdens and streamline local planning processes. CORE status for the City Region and active engagement of UK Green Investments/Green Investment Bank to accelerate over £100m worth of investment in offshore wind infrastructure and other low carbon investment in the City Region and create 3,000 jobs	
Outcome:	£100m investment and the creation of 3,000 jobs Streamlined planning and permitting regime across local and national Government for major onshore and offshore infrastructure	
Milestone	Agreement of role and remit of Environmental Account Managers for City Region pipeline projects - November 2012 Evaluation of impact of pilot – April 2014	
Action	Owner	Timeline
Detailed Implementation Plan to be maintained and reviewed for Red Tape Pilot	LCR	September 2012 and ongoing
Environmental Accounts Managers in place for major low carbon projects		
Prepare and maintain list of low carbon projects in the pipeline for sharing with Regulatory Agencies to ensure their early engagement	LCR	From September 2012
Principles and terms of reference for Environmental Accounts Managers (EAMs) agreed	LCR, MMO, EA, NE, DEFRA	September 2012
LCR and National Regulatory Agencies to appoint their respective EAMs for identified major low carbon pilot projects	LCR, MMO, NE, EA	October 2012
LCR and Regulatory Agencies EAM's to coordinate the agreement of the consent application information requirements	LCR, MMO, NE, EA	Ongoing
Priority data gaps identified and a decision taken on co-funding the environmental baseline to inform Natura 2000 package review		
LCR Business case and funding plan prepared for baseline update in conjunction with Regulatory Agencies	LCR, MMO, EA, NE	October 2012
NE to provide up to date Natura 2000 packages covering all qualifying features of the Natura 2000 sites and share scope of the work with LCR	NE	December 2013
Longer term environmental baseline monitoring strategy agreed with Regulatory Agencies and Non-Governmental Organisations with support of Local Nature Partnership	LCR	March 2013
An integrated process to support consents for LCR low carbon marine and associated on-land infrastructure projects developed		
LCR and Regulatory Agencies to agree process and timetable for agreeing lead Competent Authority, EAM and for implementing a single Habitats Regulation Assessment report per project	LCR, MMO	October 2012
Marine Management Organisation to arrange a marine consents workshop for developers and LCR projects in the pipeline	MMO	December 2012

EA to frontload the permitting process to support LCR low carbon projects through early dialogue with project applicants and liaise with EAMs on project-specific issues	EA	from October 2012 per project
Evaluation of the benefits and outcomes of the accelerated approach		
LCR to agree Pilot reporting outcomes and metrics in partnership with Regulatory Agencies.	LCR	October 2012
Government to promote the benefits of LCR approach with private sector developers, within Government and with the Regulatory Agencies	CPU/DEFRA	Ongoing from Spring 2013
Agree LCR resourcing plan to support single Habitats Regulation Assessment report and EAM per project	LCR	October 2012
Evaluation completed	LCR	March 2014
Appropriate Regulatory Agencies to successfully complete all valid major low carbon environmental consenting and permitting applications in the LCR within 13 weeks		
EA to hold a joint workshop with Regulatory Agencies, LCR, developers and relevant partners	EA	December 2012
DEFRA to quarterly review and report to DCLG on permit applications in the LCR which have not been determined within the agreed 13 weeks determination period	DEFRA	Ongoing
LCR to report to Minister for Cities quarterly when they feel there has been an unnecessary delay	LCR	Ongoing
DECC engage with Liverpool City Region on roll out of Go Early Green Deal projects	DECC	Ongoing
Local Authorities and Registered Social Landlords engaged through Viridis Project	LCR	September 2012
Agreement to use Viridis as vehicle for Go Early Green Deal projects	LCR	October 2012
Viridis terms of Reference and Roll Out agreed	LCR	October 2012
Green Deal Pilot Areas agreed	LCR	October 2012
Designate Liverpool City Region as a Centre for Offshore Renewable Engineering		
Confirm designation of the LCR as a Centre of Offshore Renewable Engineering (CORE)	LCR	July 2012
CORE designation confirmed by BIS	LCR	July 2012
Liverpool City Region material incorporated into CORE marketing publications and Events	BIS	October 2012
Liaise with CORE team on Regulatory Pilot Bid	LCR	October 2012
Local Partners fully engaged in realising CORE status benefits and opportunities	LCR	December 2012
Support investments into low carbon developments		
UK Green Investments/Green Investment Bank to commit to work with Liverpool as a “critical friend” to provide advice on Sustainable Energy Action Plan and Offshore Energy pipeline	BIS	Ongoing
Liverpool City Region to submit a business case regarding the extension of capital allowance status.	LCR	November 2012
HM Treasury to consider an extension to current capital allowance status once the business case is submitted or current allocation has been reached	HMT	2013

Liverpool City Region to provide HM Revenue & Customs with relevant information around customs warehousing	LCR	September 2012
Liverpool City Region to meet HMRC to discuss the opportunities from customs warehousing	HMRC	September 2012

Proposal:	Assess the feasibility of the River Mersey becoming the cleanest and most ecologically diverse river in an urban setting	
Summary:	To examine how the River Mersey can become the cleanest river in an urban setting by 2045, with the commensurate economic benefits	
Outcome:	Review of how the Mersey can become the cleanest river in an urban setting by 2045	
Milestone	Task Force to be established – Autumn 2012 Task Force to report on how the Mersey can become the cleanest river in an urban setting by 2045 – Summer 2013	
Action	Owner	Timeline
Create a Task Force to consider whether the River Mersey can become the cleanest and most ecologically diverse river in an urban setting by 2045	LCR	Summer 2013
Develop project and resourcing plan for River Mersey Task Force in discussion with LEP, Local Nature Partnership, Cabinet Office and Environment Agency	LCR	Autumn 2012
Agree scope, membership and commission Task Force to examine feasibility and make recommendations	LCR LEP, LNP, EA and DEFRA	Winter 2012
Task Force to report to the LCR and Government on the feasibility, options and objectives for delivery by 2045	LCR	Summer 2013
Subject to the report of the Task Force concluding that this is achievable, commit to the objective of making the Mersey the cleanest and most ecologically diverse river in an urban setting by 2045	LCR and DEFRA	Summer 2013
Develop plan for implementation to follow subject to outcomes and LCR and Government commitment to Task Force Report	LCR	Autumn 2013

Proposal:	A deal for jobs and skills
Summary:	To increase employment by combining up to £80m public and private employment and skills investments and empowering businesses to create more jobs, tackle skills gaps and raise productivity
Outcome:	Supporting 17,400 people into work and creating 6,000 apprenticeships
Milestone	Submit payments by results model for approval – Winter 2012 Skills for Growth Bank to be operational - March 2013

Action	Owner	Timeline
Create the UK's first Skills for Growth Bank, a business-owned mutual to unify public and private sector organisations		
Local/national working group on incentive pricing policy	LCR	Autumn 2012
Agree process map with Skills Funding Agency/National Apprenticeship Service for devolution and deployment of Apprenticeship Grant for Employers	LCR	September 2012
Continue and conclude agreements with DWP over co-investments and alignment	DWP/ LCR	Autumn 2012
Await decision from Employer Ownership proposal before adding further milestones - especially around mutualisation	LCR	Autumn 2012
Add further milestones added to the plan to capture the mutual structure of the company holding the funds when appropriate	LCR /SFA	Autumn 2012
Work with the SFA to develop a robust 'payment by results' pilot methodology		
Secure resources for and complete Desk research of the Social Market Foundation recommendations, European Social Fund Models & other Whitehall models	LCR	September 2012
Engagement of and obtain buy-in from local provider base through Greater Merseyside Learning Providers Federation and Merseyside Colleges Association, drafting a communication strategy to wider provider base.	LCR	Autumn 2012
Appoint steering group and develop stakeholder understanding of payment by results and current payment formula	LCR	Autumn 2012
Discuss, scope and agree Payment by Results Pilot Parameters with Skills Funding Agency	SFA	Autumn 2012
Finalise scope and definitions with SFA nationally (refresh milestones accordingly) developing options analysis (including status quo)	SFA	September 2012
Implement finalised communication strategy to gain local provider buy in to consultation and pilot.	LCR	Autumn 2012
Finalise proposed pilot model (including feasibility assessment which includes action so no burden is added) and present to Minister and City Region Cabinet for agreement	LCR	Winter 2012

Commission a Youth Unemployment Task Force		
Consult with young people and businesses on youth employment issues	LCR YUTF/DWP	Autumn 2012
Produce recommendations for actions	LCR YUTF/DWP	November 2012
Develop plan for implementation	LCR	December 2012
DWP to work with Liverpool City Region to explore the alignment of its commissioning geography with the functional economic and LEP area		
DWP formally recognise the Employment and Skills Board as the single voice and strategic lead for employment and skills	DWP	Autumn 2012
DWP Commissioning reach agreement with LCR over future commissioning geography and timescales	DWP	Winter 2012
Piloting customer choice in the Work Programme		
Develop initial pilot scoping and staging model	LCR	September 2012
Establish working group and agree terms of reference	LCR	September 2012
Conduct options analysis and develop final pilot proposition	LCR	Autumn 2012
Submit LCR proposal to Minister of State	LCR	Winter 2012
Explore the scope for improving accessibility to the New Enterprise Allowance		
Discuss and agree scope with DWP	LCR	Autumn 2012
Develop (refresh milestones in accordance with agreed scope)	LCR	Winter 2012

Proposal:	Improved transport connectivity
Summary:	To put transport at the heart of economic development through a revised approach to governance and creation of a joint investment fund of £800m supporting the creation of 15,000 jobs
Outcome:	Supporting the creation of 15,000 jobs
Milestone	Completion of governance review – Spring 2013 Creation of transport investment fund – April 2015

Action	Owner	Timeline
Transport Governance		
Establish a working group with responsibility for governance review (Councils, Merseytravel, LEP)	LCR	September 2012
Agree brief and terms of reference for governance review	LCR	December 2012
Review options, secure political and wider input and complete governance review	LCR	Spring 2013
Access to the Port of Liverpool to support wider SuperPort proposals		
Establish membership of Steering Group and supporting arrangements and resources, e.g. consultancy support or modelling support	LCR	September 2012
Liaise with LCR partners on establishment of governance arrangements and framework for taking forward. Agree DfT/Highways Agency role in governance arrangements	LCR/DfT/HA	September 2012
Develop a clear work programme, to include timescales, phases, methodologies, funding requirements, milestones, outputs etc. building on Port of Liverpool Access Study and looking across all modes	LCR	December 2012
Agree DfT/HA responsibilities/contributions to deliverables in the work programme, with particular focus on understanding the future impacts and potential options for future infrastructure proposals on the strategic road network	DfT/HA/ LCR	December 2012
Transport Investment for major schemes		
To establish a local transport body in context of governance review to prioritise local major transport schemes	LCR	April 2013
To establish and agree a prioritisation framework to sift long list of potential major schemes by the local transport body	LCR	December 2012
To produce a prioritised programme of major schemes for the city region	LCR	March 2013
Consideration of consultation responses and confirmation of devolution policy	DfT	December 2012
Engagement, advice and support to LCR on the development of Local Transport Body Governance proposals	DfT	Ongoing – December 2012
Consideration of proposals for local transport body governance in the City Region	DfT	February 2013
Engagement, advice and support to LCR on the development prioritised list of major schemes	DfT	Ongoing – April 2013
Devolution of local major scheme funding	DfT	April 2015

Buses		
To develop commitment to Bus Statutory Quality Partnership Scheme roll-out across the city region	LCR	Ongoing
To progress the Liverpool City Region Bus agenda through a dedicated working relationship with DfT, focussing on the rapid progression of policy measures, including devolution, outlined in 'Green Light for Buses'	DfT/ LCR	Autumn 2012
(a) Initial discussion with LCR to scope out process	DfT/ LCR	Autumn 2012
(b) Engagement, advice and support to LCR on the development of proposals	DfT/ LCR	Ongoing – March 2013
(c) Discussion of proposals to identify joint priorities and agreement of shared forward work programme	DfT/ LCR	March 2013
To develop a regular written briefing covering current issues/ priorities/concerns to be developed by Merseyside Bus Board for DfT officials	LCR	Quarterly, December 2012
To follow-up associated issues with officials from DfT Bus on a twice-yearly basis involving Merseytravel and the chair of the Merseyside Bus Board	LCR	March 2013
Rail		
For government to work towards a form of rail devolution for England	DfT/ LCR	September 2012
(a) Analyse responses to the recent Decentralisation Consultation	DfT	September 2012
(b) Ministers will consider the expressions of interest and firm proposals for local areas taking on additional responsibility for rail	DfT	Autumn 2012
(c) Subject to Ministerial views, detailed negotiations with the North of England on the decentralisation proposal commence	DfT	January 2013
(d) Maintain ongoing dialogue with Liverpool City Region as part of wider ongoing engagement with Northern local transport authorities on decentralisation	LCR	Ongoing
For Government to continue work to ensure completion of the announced Northern Rail Hub and Trans-Pennine electrification as soon as possible and within budget	LCR	Ongoing – March 2019
For Government to work with the City Region to ensure that the High Speed 2 rail project improves the City Region's connectivity, through a direct rail link to Liverpool, or enhanced 'classic compatible' running into Liverpool via a high quality connection from the high speed line	DfT	Ongoing
For Government to work with promoters in helping them to achieve key rail connectivity priorities such as delivering the Halton Curve and improvements to the Bootle Branch Line	LCR	Ongoing
Funding		
Liverpool City Region to discuss with HMT/DfT an appropriate capital/revenue split for Integrated Transport Block funding in next spending review period	DfT	Autumn 2012
(a) initial discussions with LCR to scope out process	DfT	Autumn 2012

(b) Engagement, advice and support to LCR on the development of proposals	DfT/ LCR	TBC following initial scoping discussion
(c) Discussion with HMT on emerging proposals	LCR	TBC following initial scoping discussion
(d) Formal consideration of submitted proposals and discussion with HMT	DfT/ LCR	TBC following initial scoping discussion
Consideration of pinch point proposals put forward by LCR LEP	HA	Underway
Announcement of successful tranche 2 pinch point schemes	DfT/HA	Autumn 2012
Support from Government for the City Region's Local Sustainable Transport Fund bids	DfT	May 2012

Proposal:	Harnessing the City Region's Science and Knowledge Assets	
Summary:	To harness the City Region's science and knowledge assets, attracting 'big science investment', increasing GVA and generating 2,000 high value jobs	
Outcome:	Increased profile for the City Region's science and knowledge assets and increased investment in them	
Milestone	Creation of Daresbury Economic Investment Fund – September 2013 Agree management and governance arrangements for the Knowledge Quarter Mayoral Development Zone – December 2012	
Action	Owner	Timeline
Develop governance for Economic Investment Fund	DDT	December 2012
Create a pioneering Daresbury SciTech Economic Investment Fund to promote wider economic regeneration within the area	DDT	September 2013
Government to work with the City Region and STFC to raise the profile of Daresbury nationally and internationally, better promote its achievements and reaffirm its position as only one of two centres in the UK for 'big science'.	BIS	Ongoing
STFC bring forward to BIS a brief proposal on each of the ICE-CSE Phase 2 and CLARA projects	STFC	October 2012
Commence building work for ic3 at Liverpool Science Park	LCR	October 2012
Subject to a successful application through the normal process secure European Regional Development Fund approval and finalise funding package for Liverpool Bio Innovation Centre	LCR	November 2012
Agree management and governance arrangements for the Knowledge Quarter Mayoral Development Zone	LCR	December 2012
Office for Life Sciences will meet the Mayoral Development Corporation and higher education institutions to agree a shared action plan to maximise the potential of the proposed biocampus development alongside Liverpool's other knowledge-based assets and as part of the vibrant UK Life Sciences ecosystem.	BIS/ LCR	October 2012

UKTI will meet the Mayor of Liverpool to agree an action plan to realise the trade and inward investment potential of the city's knowledge assets, including those which are based in the Knowledge Quarter Mayoral Development Zone	LCR	October 2012
Proposal:	Liverpool City Region Investment Framework	
Summary:	The creation of Investment Framework to bring together public funding streams and private sector investments aligned to strategic priorities	
Outcome:	Simplified and streamlined approach to utilisation of public funding	
Milestone	Agree investment framework – March 2013 Agreement of localised control over European Funding for 2014 programme – Autumn 2013 to support priorities within the City Region Investment Framework and Mayoral Investment Programme	
Action	Owner	Timeline
Establish a group to oversee development of LCR priorities and programme for 2014 - 20	LCR LEP	August 2012
Review governance and project pipeline arrangements for current European Regional Development Fund Programme to support transition to the new EU Programme	LCR	September 2012
LEP sub-group to produce City Region position to support the delivery of an EU Programme for Liverpool City Region 2014-20	LCR LEP	November 2012
Agree management, delivery, governance arrangements for EU funding in 2014-20 with Government	LCR	December 2012
Commit to working up future plans for delivery of structural funds which give city regions the appropriate levels of delegated flexibility, accountabilities and funding to deliver growth and inclusion in a way which best responds to local and national priorities	DCLG/DWP/BIS	Initial proposals by January 2013
DWP,BIS, CLG work with the City Region in line with the national negotiation process, to develop detailed proposals based on agreements on direction of travel	DCLG/DWP/BIS	July 2013
Identify the investment priorities and key themes in line with the City Region Deal, the LCR Investment Framework, and the Mayoral Investment Programme	LCR LEP/MIP	December 2012
Agree scope for development of LCR Investment Framework	LCR	September 2012
Utilise existing structures to identify the pipeline of priority projects for the City Region and additionally, increasing the ability for the private sector to input to that pipeline	LCR	September 2012
Draft LCR Investment Framework for consultation	LCR LEP	December 2012
Approve LCR Investment Framework	LCR LEP	March 2013

Glossary:

BIS	Business, Innovation and Skills	HMT	HM Treasury
CLARA	Free Electron Laser FEL test facility	LCR	Liverpool City Region
CO	Cabinet Office	LCC	Liverpool City Council
CORE	Centre of Offshore Renewable Engineering	LDL	Liverpool Direct Ltd
CPU	Cities Policy Unit	LEP	Local Enterprise Partnership
DCLG	Department for Communities and Local Government	LMDC	Liverpool Mayoral Development Corporation
DECC	Department for Energy and Climate Change	LV	Liverpool Vision
DEFRA	Department for Environment, Food and Rural Affairs	MIP	Mayoral Investment Programme
DfT	Department for Transport	MDZ	Mayoral Development Zone
DTT	Daresbury SciTech Enterprise Zone Delivery Team	MMO	Marine Management Organisation
DWP	Department for Work and Pensions	NAS	National Apprenticeship Service
EA	Environment Agency	SFA	Skills Funding Agency
EAM	Environmental Accounts Manager	STFC	Science and Technology Facilities Council
HA	Highways Agency	UKTI	UK Trade & Industry
HCA	Homes and Communities Agency	YUTF	Youth Unemployment Task Force
HMRC	HM Revenue & Customs		