

LIVERPOOL CITY REGION LOCAL ENTERPRISE PARTNERSHIP

At a meeting of the Liverpool City Region Local Enterprise Partnership held virtually on Thursday, 17th September 2020 the following Members were

PRESENT

Mr A Hamid MBE, Chairperson of the Board
Paul Corcoran
Professor Dame Janet Beer
Elaine Bowker
Chris Fry
Dr Jonathan Hague
Dr Liz Mear
Laura Pye
Metro Mayor S Rotheram
Angela White OBE
Mark Whitworth

ALSO IN ATTENDANCE

Mark Basnett, Managing Director, LCR LEP
Mark Bousfield, Director of Commercial Development and Investment, LCR
Combined Authority
Jill Coule, Monitoring Officer, LCR Combined Authority
Alex Dawson, BEIS
Shelley Lockett
Tony Reeves, Chief Executive, Liverpool City Council
Frank Rogers, Chief Executive, LCR Combined Authority
Tony Wade, Finance Director, LCR LEP

APOLOGIES

Mayor J Anderson OBE.

425. CHAIR'S WELCOME

The Chair, Mr A Hamid MBE, welcomed everyone to the meeting which was unfortunately via zoom. He indicated that the order of business for the meeting would be changed and Item 4, Board Members' Feedback would be considered as the first item.

426. BOARD MEMBERS' FEEDBACK

Board Members provided feedback on the current position within their sector.

Mark Whitworth informed the Board that the landscape was better with alternative flows through the Port, although his company was sadly nearing the end of a redundancy programme which had impacted on 10% of the workforce. He also referred to issues being caused by increased infection rates and the workforce going off on precautionary basis due to problems with testing.

The Chair, Mr A Hamid MBE, asked Mark what about the appetite from customers.

Mark Whitworth responded and stated that cargo was coming from Spain and Portugal direct. There were lots of opportunities and it was far from gloom and despair. He added that with the Brexit backdrop, customers were anticipating alternative supply chains.

The Chair, Mr A Hamid MBE, asked about the headcount.

Mark Whitworth stated that it was around two-thousand, which was trebled along the chain. It was also a similar number through third party contractors.

Mark Basnett asked if it was possible to predict any change in skill sets, i.e. digital and had the Brexit drive changed the approach.

Mark Whitworth stated that he had spent the past 2 years investing in technology and this would increase and become part of the norm. There was more automation through the handling facility and manual handling had been phased out some time ago.

Laura Pye informed the Board that the visitor economy was not improving but going the other way. There were still high levels of uncertainty even with the possibility of being able to hold bigger events from 1 October 2020. Laura was also uncertain on the outcome of pilot schemes. She added that with the new 'rule of six' and potential for increased measures similar to Manchester together with the end of the furlough scheme, a massive impact on the sector was imminent. Laura indicated that NML were looking at up to 20% redundancies. She stated that NML would be able to continue but some businesses wouldn't and was concerned that another lockdown would end a lot of businesses.

The Chair, Mr A Hamid MBE, stated that he was talking about the increase in infection rates with Tony Reeves, Chief Executive of Liverpool City Council and asked him to update the Board.

Tony Reeves informed the Board that in the past weeks, rates of more than 100, per 100,000 had led to intervention. 3 of the Local Authority areas within the Liverpool City Region were just above 100. He stated that the whole of Merseyside was on the Government watch list, except for Halton. An action plan had been submitted to Government through the Merseyside Resilience Forum detailing the steps being taken and there was good work so far. Tony stated that the mention of lockdown was premature as there were plenty of interventions short of that that could be implemented, even though a lockdown was being reported in the media. He added that good relationships had been built with Government. There was a worrying trend and this was occurring right across the North and the Midlands. He hoped that measures would stop short of a lockdown as a fortnight earlier infection rates weren't a problem. He indicated that the recent outbreak in the Princes Park areas was controlled within 3 weeks. Tony reported that there would be a massive communications campaign to raise awareness and increase caution as 24% of infections in England were in the North West. There was currently only 15% testing capacity and this needed to be increased to be able to deal with the situation, but partnership working was very strong. He was cautious about talking lockdown too soon as this would hit sectors very hard.

Laura Pye indicated that the visitor economy needed reassuring, particularly given the uncertainty for their business operation and whether they are able to trade and utilise their stock. She wondered if there should be specific communication for the sector.

Tony Reeves stated that he would have more information by the end of the day. There had already been a leak of information about further restrictions in the North East and that could be a signal of reassurance. Caution needed to be exercised with messaging about the situation.

The Metro Mayor, Steve Rotheram stated that there was an agreed protocol on communications which was being led by Wirral Council. It was important to stick to the key themes and not cause confusion. The Metro Mayor reassured Board Members that everything possible was being done to address the increase in numbers, outside of lockdown measures. He stressed that it was everybody's responsibility not just Government to take the matter seriously. It was evident where spikes were happening and it was important not to target blame at any particular demographic. It was about getting clear messages across that it was a serious problem and maintaining social distancing, hygiene and the use of face coverings. The Metro Mayor had witnessed people on public transport not adhering to restrictions. He suggested that the Higher Education sector would be useful in supporting messaging and targeting young people.

The Chair, Asif Hamid, MBE reported that he had written to all Leaders offering the support of the Local Enterprise Partnership to assist in getting the message out in networks. The Chair undertook to share the communications release with Members. He added that he was on a call that evening about how 'test and trace' could be localised. The Chair referred to the furlough scheme and stated that there was still an appetite to continue the scheme for key sectors with an announcement expected shortly. He indicated that the North East had been severely affected in the tourism and leisure sector. He agreed that it was important to have one clear message from the Leaders of the City Region. He echoed Laura Pye's comments in relation to businesses who were at risk of losing money on perishable stock if they were forced to close at short notice. The Chair asked if some communication could be drafted to support the Leaders and Local Authorities in the City Region.

Mark Basnett undertook to liaise with Communications at Wirral Council to support clear and consistent messaging.

Liz Mear provided the Board with an update in the health sector. She stated that Covid rates were increasing. There were still opportunities for health technology businesses to supply equipment to the NHS. This had been a growth area with businesses pivoting to respond to the crisis. The supply of PPE had improved with more masks available. Whilst masks were cheaper from China, there was still the desire to support local businesses. Liz reported that work was being undertaken with the DWP on matching people with jobs in the health sector. She added that she was supporting the NHS Confederation, lobbying Government and key leaders to support businesses.

The Chair, Asif Hamid MBE asked Tony Reeves about procurement rules in relation to supporting local supply chains.

Tony Reeves stated that value for money was key and the local economy was supported where possible. This could also involve asking Contractors to take on local apprentices. This was relaxed during lockdown, but another downside to the crisis was the grave situation with Local Government finances and spending freezes.

Angela White OBE echoed Laura Pye's comments and informed the Board about the continuing uncertainty in the third sector also. Plans were being adjusted to

incorporate the 'rule of 6', particularly in relation to the delivery of community activities. She offered 100% support in communicating clear messaging, particularly to 'hard to reach' communities. She added that there were large followings across the sector with at least 9,000 organisations and there had been some fantastic collaboration around response and recovery. Angela stated that she was keen to work with sector colleagues on the 'Kickstart' scheme. She was optimistic and added that the sector was remarkably resilient, given the uncertainty of financial implications. She reported that there were issues with staff testing, particularly the impact of that on small workforces, but there were strong partnerships across all sectors.

The Chair, Asif Hamid, MBE pledged to assist Angela in providing any necessary support from the business community and Board and asked if there any specific things that would help.

Angela White OBE indicated that she had secured PPE through the PPE cell. She asked if Local Authorities could provide assistance to small organisations around the logistics of risk management and re-opening such as community centres, to mitigate the potential for litigation.

Tony Reeves undertook to arrange a meeting with Angela White OBE and take up the issue with the City Region Local Authorities.

Paul Corcoran informed the Board that it was a varied picture in the creative and digital sector. There was restructuring in larger organisations and many looking at re-focussing business, e.g. Matalan and Telefonica. Due to changes in consumer behaviour some jobs were no longer required. Smaller businesses were onboarding, and using smaller shared spaces, e.g. Baltic Creative. It was recognised that a lot of spaces were now not fit for purpose due to the need to follow social distancing guidelines. Many were working from home and moving to a freelance model of working. The Vice-Chair stated that freelancing was a challenge as time had been spent building the eco system. He added that there had been a significant reduction in recruitment through the Agent Academy. There was lots of activity but there was a lot of confusion around support funding available. Feedback from the Board was around confusion on the role of the employer in relation to returning to the workplace following Government pressure and the dynamic between employee and employer. There was a wider challenge across the City Region in relation to skills, advice and guidance on returning to the workplace.

The Chair, Asif Hamid, MBE asked if there was information on numbers within the sector who were at home and in the workplace.

The Vice-Chair, Paul Corcoran stated that following data released from tech nation, up to 80% of tech firms were working from home. From an Agent Academy point of view, they were looking at expansion and spaces were not just about facilities, it was also about culture and connectivity. Meeting in social areas created energy and inspiration. Spaces were void atmosphere. The Vice-Chair commented that working from home was good for productivity but from a business owner's perspective, there was no collaboration with colleagues. He added that there were lots of opportunities with some amazing spaces which really work when you bring brilliant people together.

Tony Reeves mentioned the future of the City Centre and whilst agile working had helped some organisations, it shouldn't conflate people being busy with productivity. Ideas and innovation happen when people come together. Tony asked the Board if

they were promoting a return to work and the Board's role in supporting City economies. He added that it was not the week for doing it, it should be paused and in 2-3 weeks' time, look at 50% occupancy.

The Chair, Asif Hamid MBE, suggested that he could raise this as a key area in the Northern Powerhouse meeting. Connectivity was also an issue. He added that he was leading on some issues across the North West as part of NP11 meetings.

The Vice-Chair, Paul Corcoran mentioned getting communications right. Comparing two very different ways of working, it was important to promote the culture of our work and things that wouldn't happen at home. He added that Liverpool's creative and tech spaces were filling up quicker than in Manchester. The City Region had lots of small companies and it was about how we support them to come back to the workplace and the knock on effect for leisure and hospitality.

Elaine Bowker updated the Board on what was happening in the further education sector. 13,000 students returned to college at the start of term. Following consultation with the Director of Public Health, the education provision was going to be delivered 50/50 face to face and online, despite pressure to conduct face to face teaching full time. The majority of students were looking for a place in learning due to lack of employment opportunities. There were also highly skilled adults looking to upskill/re-skill. She felt that there were lots of adults further away from the workforce. Elaine indicated that she was working with the Combined Authority on developing 3 new programmes taking advantage of the City Region's devolved powers to award qualifications quickly. The programmes would relate to digital, engineering and health and social care pathways. Numbers were consistent in engineering, construction and green pathways, but low numbers in the visitor economy sector. Elaine referred to an employer's survey which had been undertaken with results expected in a few weeks' time. With the launch of Kickstart and the end of the furlough scheme, there were massive incentives for employers in relation to apprenticeships. She added that the College would act as an intermediary for the City Region for 'Kickstart' as some businesses aren't able to take on large numbers. Elaine expressed concern that certain parts of the community were being left behind, in particular BAME and low skilled individuals. There was a new range of online and face to face courses for people to upskill and reskill. There was a high demand for electricity and gas qualifications. She also felt that business advocates had an important role to play as apprentices only had 6 months to obtain their qualification and there were issues with businesses allowing College Assessors on site. She also indicated that work was being undertaken with Liverpool City Council with people furthest away from work. Elaine mentioned that there very few BAME individuals working in the construction industry and suggested that we should be using our leverage as employers and businesses to engage in conversations with businesses around representation, advocacy, and alliedship for those communities in order to sustain cultural change.

Frank Rogers, Chief Executive of the Liverpool City Region, commented on the return to the workplace and explained how the Combined Authority had started the process on 1 September 2020 with up to 50% of the workforce returning to Mann Island. This was done in a safe and responsible way and staff and trade unions were fully supportive of the process. He added that it was hugely important to support the local economy. The rules had been changed as a result of the increase in infections, but the option for staff to attend the workplace was still available on a voluntary basis.

Professor Dame Janet Beer gave an update to the Board on the current position with Liverpool University. She echoed the comments around clear messaging and the attention on young people in particular. She added that students were not due back to Liverpool University for another 10 days. She indicated that students and young people were low risk and we needed to try not to demonise young people. The risk was higher to staff and communities. A lot of work had been done on campus to implement safety measures and there would be face to face teaching at a 2m distance. Face coverings were compulsory on campus and a testing centre had opened. Out of 117 tests, 29 were positive, of which 3 were staff and the rest were allied health students. The test centre was working at capacity and may have to expand if supplies could be obtained. Janet added that the University was operating at Tier 1 DfE guidelines and any suggestion that 55,000 students would be taught online was dismissed and they had created safe spaces for teaching. It was also 55,000 students to support the visitor economy and more could not be done to encourage students to the City. More crucially, e-mails were sent to all prospective Chinese students providing access to charter flights which achieved a good response. The University was expecting half the number of international students and had over-recruited on home students. Janet reported that they had been able to obtain sufficient support from the Department of Health for 35 medical students. The Dentistry course had been deferred due to social distancing. The DfE were pushing for additional tiers. Also, some Universities were still trying to recover from a major cyber-attack which targeted Universities and businesses in the North East.”

The Chair, Asif Hamid MBE, stated that he was worried about retail and financial organisations who were on red alert for viruses and trojans. There had been an update on all systems last night from Microsoft. He hoped that businesses were taking preventative measures and were being careful about opening messages.

Professor Dame Janet Beer undertook to have a conversation with Laura Pye to discuss extending the work that they are already doing.

Dr Jonathan Hague informed the Board that demand was still high as Unilever had a flat half year but over delivered on profit. Growth was optimistic, but there is caution around re-investment. He indicated that a programme had started in conjunction with Liverpool University. Hygiene was still a growth area so there would be more investment in disinfection and hygiene products. In relation to business operations, the direction of travel was good. There were no UK redundancies, although expansion of occupancy had been cooled. It was important that the laboratories continued to operate, particularly in relation to research and development which was operating at 25% capacity. Office based employees were all working from home. Access to the laboratories was severely restricted. Overall it was good news. People were getting worried about using public transport and messaging around safety should be reinforced. Jonathan reported that part of the Unilever site was up for sale as part of a plan to sell off surplus buildings.

Chris Fry gave an update on the SME sector. Generally attitudes were positive and adaptations had been made in response to the situation. There would still be big winners and losers and the end of the furlough scheme would impact on employment in addition to other financial support coming to an end. Chris was concerned about CBILS and worried that if a lockdown commenced there would be a big impact on cash flow management. SME's had been holding back investment decisions other ways were needed to support cash management.

The Chair, Asif Hamid MBE, stated that TCC had the highest headcount of over 2,000 employees in 15 years of trading. The Chair indicated that the BPO market

was getting busy and the company had taken additional space. The Chair added that unlike other businesses their business had increased by 200% up. There were still a number of challenges in growing the market. Due to the downturn in India and the Philippines, retail and financial services were coming back in-house. TCC's business was transformational change and there had been £1.7m investment. The Chair indicated that 650 employees were working from home and 60% want to come back to the workplace. He added that the company was looking at another area in the City Region and would hopefully make an announcement on a 3rd location soon to take headcount up to 3,500.

427. GOOD BUSINESS FESTIVAL AND BRAND NARRATIVE UPDATES

The Board considered a verbal presentation from Garth Dallas which provided an update on the 'Good Business Festival' and the brand narrative.

Garth Dallas informed the Board that due to the pandemic, they had transformed the way the Festival would be delivered. He stated that Act 1 would be a virtual event and a studio was being constructed in the ACC. The programme was packed with information on developing business, linking to Covid-19 and lessons learnt. There was a focus on people, place and purpose. He added that the City Region Programme would be highlighted, positioning the City Region as a place to do good business. The Festival was intended to be global and would bring an array of talent around good business. Act 1 would be delivered via 3 channels, covering good practice and knowledge and providing an open source channel with access to information from Liverpool University and NML. He added that there was material to cover 3 days. He was hoping that by March 2021, Act 2 would be a multi venue event again.

Mark Basnett congratulated Garth and stated that there was a wealth of resources being sent to Board Members to access and promote.

Mark Bousfield commented on how exciting it was to be working with Garth and his team. There were lots of ideas on management and organisation skills. He also reported that in the past week, meetings had been arranged to develop international partnerships with Philadelphia and Pittsburgh, USA.

Garth Dallas informed the Board that Norway was doing excellent work around green technology which could be featured in Act 2. There was a partnership being developed with the Isle of Man. He added that registration for the event was now open.

Mark Basnett asked who should be approached if businesses wanted to be promoted at the festival.

Garth Dallas stated that he was the first point of contact and he would then cascade to the rest of team, talented people. He added that he had already approached the Vice-Chair to be involved in the 'solution salon' and encouraged other Board Members to also get involved and share their experiences.

The Chair, Asif Hamid MBE commented on Garth's passion and how the emphasis on the City Region was key. He encouraged Board Members and businesses to get involved.

428. DECLARATIONS OF INTEREST

No Declarations of interest were submitted by Board Members.

429. MINUTES AND MATTERS ARISING FROM THE PREVIOUS MEETING

The minutes of the Board Meeting held on 16 July 2020 were agreed.

The Chair, Asif Hamid MBE, asked Mark Basnett and Tony Wade to provide an update on matters arising.

Mark Basnett, Managing Director, Local Enterprise Partnership referred to Minute 419 and the challenges faced in Bootle Town Centre. He reported that a Task Group met on 24 August 2020 which comprised of a number of Board Members. The group discussed the issues and devised some key strands of work around office and college space, retail core and maritime and associated opportunities. Positive feedback had been received from Councillor Ian Maher, Leader of Sefton Council stating that it was one of the best meetings he'd attended.

Tony Wade, Finance Director, Local Enterprise Partnership referred to the LGF returns for Q4 and Q1 that had been submitted under written procedures. The returns had been circulated along with briefing papers and as no objections had been raised, the LEP Chair and CA Section 73 Officer approved them for submission. Government had not raised any issues subsequent to their submission. He stated that the mid-year review was taking place with the Government North West Team the following week and feedback would be provided at the next Board meeting.

The Chair, Mr A Hamid MBE, indicated that his company, TCC had arranged a tour around Bootle, as a potential new office location in the area. This possibility was being progressed with Mark Bousfield, Director of Commercial Development and Investment.

430. GOVERNANCE AND TRANSPARENCY

Tony Wade, Finance Director, Local Enterprise Partnership reported that there were 2 items for consideration by the Board and papers had been circulated in advance of the meeting.

Overview and Scrutiny Committee Task Force – LEP Review

Tony Wade, Finance Director, Local Enterprise Partnership referred to the final report of the Overview and Scrutiny Committee's Task and Finish Group review into the Local Enterprise Partnership. He referred to the action plan and the revised timeline in light of the ongoing pandemic. The Board were requested to endorse the report and action plan prior to its consideration by the Liverpool City Region Combined Authority at its meeting scheduled for 25 September 2020.

National Local Growth Assurance Framework

Tony Wade, Finance Director, Local Enterprise Partnership referred to the National Local Growth Assurance Framework which was subject to an annual review and refresh. He asked Jill Coule, Monitoring Officer for the Liverpool City Region Combined Authority to update the Board on her work with the Compliance Team.

Jill Coule informed the Board that she had been working closely with the Compliance Team. Feedback from the team had been shared with the Combined Authority and the Growth Company. She indicated that comments had not yet been received from Government. The document was due for final approval at the meeting of the Liverpool City Region Combined Authority on 25 September 2020 and delegated authority would be sought to approve any minor issues. If there were major issues, further work would be undertaken with the Local Enterprise Partnership to address this. She concluded by stating that a lot of work had been done behind the scenes and it was a document of notable value.

Tony Wade, Finance Director, Local Enterprise Partnership assured Board Members that he worked closely with Jill Coule and Mark Bousfield and was completely sighted on the matter. He added that it was a more user friendly document following the Government's requirement to ensure that the work of the Local Enterprise Partnership was more open and transparent to the public.

The Chair, Mr A Hamid MBE, thanked Jill Coule, Tony Wade and everyone involved for their work on the document.

Register of Interests

Tony Wade reported that register of interest forms had been sent to Board Members for the annual refresh and thanked those who had responded. He reminded Board Members that the register of interests should be updated whenever there was a change, in addition to making a declaration at each meeting.

RESOLVED – That:-

- (i) the revised National Local Growth Assurance Framework, noting that it is subject to Liverpool City Region Combined Authority approval and also by Government, be approved;
- (ii) the report of the Overview and Scrutiny Committee Task Force and the Action Plan and noting that it is subject to endorsement by the Liverpool City Region Combined Authority, be approved; and
- (iii) Board Members complete and submit their Register of Interest declaration Form.

431. LCR RECOVERY PLAN IMPLEMENTATION

Mark Bousfield, Director of Commercial Development and Investment provided an update on implementation of the Liverpool City Region Recovery Plan.

Mark Bousfield informed the Board that the Economic Recovery Panel would be meeting later that morning to discuss the Comprehensive Spending Review (CSR) submission. Engagement had been ongoing with Government and conversations with senior civil servants in advance of the deadline of 24 September 2020. In relation to the recovery plan, there was an immediate need for Local Authorities to receive a fair funding settlement.

Mark Bousfield stated that CSR discussions were also being linked to devolution discussions but this was a double-edged sword. Alignment was welcomed but the timescales would need to be monitored. He added that there would be a fresh round of devolved funding for Building Back Better Plan propagating recovery. Mark

indicated that Elaine Bowker's comments around re-training were interesting as skills were one of the top concerns. Work was being undertaken with the DWP to create interventions. BEIS were directing all funding through the British Business Bank which was not the desired way forward

Mark Bousfield referred to efforts being made locally and that he was inundated with letters in support of the National Packaging Innovation Centre. Pre-development funding applications had been submitted. He referred to a number of schemes that Board Members were involved in e.g. the Slavery Museum refurbishment, Tate Liverpool and the Hill and preparations were underway for receipt of money.

Projects had been commissioned projects in relation to the 'Getting Building Fund' and 'Brownfield Land Remediation. Funding was over committed so changes were being made to existing SIF projects. Brand Narrative work was being finalised with the help of Marketing Liverpool. A business account management function was being set up particularly in relation to the largest and prime risk businesses. Funding would be deployed locally through gainshare and the next tranche was in March 2021. He added that the Combined Authority was pushing for infrastructure platform investment in things viable in long term. Mark indicated that funding provision was Investment led and he didn't think funding would be as generous.

Mark Basnett, pledged support from the Local Enterprise Partnership and the wider community on the devolution agenda.

Frank Rogers indicated that M9 were looking for private sector endorsement in their submission for devolution, if Mark Basnett could co-ordinate some support. They were looking for 15 economic and social benefit endorsements to submit to Government before 25 September 2020.

Mark Basnett undertook to liaise with Steve Cowperthwaite.

432. MANAGING DIRECTOR'S UPDATE

Discussion of this item was deferred and it was agreed that Mark Basnett, Managing Director, Local Enterprise Partnership would provide an update via e-mail.

433. GOVERNANCE: BOARD MEMBERSHIP

The Chair, Asif Hamid MBE reported that some Board members were coming to the end of their 3 year term of office. He proposed that in order to retain the knowledge and expertise of those members, particularly at this time, that as allowed under the LEP Constitution their appointment be extended for a further 3 years.

The following Members were appointed to the Board for a further 3 years:-

Dr Jonathan Hague;

Professor Dame Janet Beer;

Mark Whitworth;

Angela White OBE; and

In the case of Paul Corcoran his term as Vice-Chair also be extended for the same term.

Paul Corcoran, Vice-Chair remarked on the significant progress made to improve diversity, equality and inclusion within the Local Enterprise Partnership Board and its sub-groups and the hard work that had been undertaken with sector Leads to ensure

better representation in relation to gender, ethnicity and age. Some sectors had been easier than others and there was still work to do to increase diversity across all sectors. He added that the Partnership should lead from the front and find ways to ensure diversity is reflected appropriately across the board.

434. BLACK LIVES MATTER UPDATE

Paul Corcoran, Vice-Chair provided Board Members with an update on work undertaken in response to 'Black Lives Matter'.

The Vice-Chair reported that the Combined Authority had established sub groups in relation to the cases for change. He was working closely with Lorna Rogers to establish the business work stream activity and ensure that the Combined Authority and Local Enterprise Partnership were aligned. A business working group was being set up involving a range of leaders from the City Region. Round table discussions would be facilitated from a range of sectors and roles. There was a focus on the challenges faced by black business leaders including the needs and experience of black led businesses and how they can be supported. There would be a range of recommendations to make change happen and monitor diversity. The Vice-Chair wanted the Local Enterprise Partnership to lead from the front by being proactively anti-racist in the best way possible. We should look at our own workforce to encourage and review diversity. He referred to partnership working with the Anthony Walker Foundation and the development of an Equality, Diversity and Inclusion action plan. He added that it should just be policy for organisations, it should be embedded into person specifications and targets should be set. The Vice-Chair suggested that an education and learning programme be developed for Local Enterprise Partnership Officers to enable them to provide better support for different groups and obstacles they faced. He echoed Elaine Bowker's comments and suggested that the Board should read up and continue their own education to inspire its members.

Elaine Bowker expressed her full support for this work and understood that we needed to get the opportunity to make the Board more diverse locked in. She indicated that the City of Liverpool College had developed a Cultural Change Programme around Leadership and she was happy to share the information with Mark Basnett. She added that it was important to get our own houses in order first and look at ways to act as an advocate and support other business in cultural change.

Frank Rogers, Chief Executive of the Liverpool City Region Combined Authority stated that he was supporting Lorna Rogers in this role and would be the senior responsible Officer to address any blockages or challenges.

Paul Corcoran, Vice-Chair, thanked Frank Rogers for the support and reiterated the need for strong well communicated intensive actions.

The Chair, Asif Hamid MBE endorsed the need for continuity, particularly in relation to membership and locking in opportunities. He added that there was a possibility of an additional 4 members on the Board and this was being explored.

435. CHAIR'S UPDATE

The Chair, Asif Hamid MBE indicated that he was in regular communication with various Government Ministers and Departments.

The Chair indicated that there had been a lot of discussion around the furlough scheme. His daily 8am call had resumed and he was also involved in a lot of meetings regarding test and trace. He stated that he would further update the Board at the next meeting.

436. ANY OTHER BUSINESS

The Chair, Asif Hamid MBE thanked everyone for their attendance and their work during this difficult period.

The Chair took the opportunity to thank Liz Mear who was attending her final meeting of the Board. He added that it had been a pleasure to work alongside Liz and conveyed best wishes on behalf of the Board.

The Chair also reported on the recent announcement by Frank Rogers, Chief Executive of the Liverpool City Region Combined Authority that he intended to retire in September 2021.

The Board were informed that the next meeting was due to be held on 26 November 2020.

Minutes 425 to 436 be received as a correct record on the 26th day of November 2020.

Chairperson of the Board

(The meeting closed at 10.35am)