



**MEETING OF LIVERPOOL CITY REGION
LOCAL ENTERPRISE PARTNERSHIP
BOARD**

AGENDA

DATE: Thursday, 3rd June 2021

TIME: 8.30 am – 10.30am

VENUE: Zoom Conference

**LIVERPOOL CITY REGION
LOCAL ENTERPRISE PARTNERSHIP
BOARD**

AGENDA

1. WELCOME AND DECLARATIONS OF INTERESTS (V)

Board Members to declare any interests in items on the agenda either at the outset of the meeting or when the item is discussed.

2. MINUTES AND MATTERS ARISING FROM THE PREVIOUS MEETING (P)

Board to confirm that the minutes are a correct record of the previous meeting and to receive a brief update on matters arising from it.

(Pages 1 - 8)

3. METRO MAYOR'S UPDATE (V)

The Metro Mayor, Steve Rotheram will provide an update following his recent re-election as Metro Mayor and his plans and ambitions for the year ahead.

4. MEMBERS UPDATE (V)

Board Members are invited to update the Board on the issues faced by them and their sector in the latest recovery phase of the pandemic and their priorities for the 2021/2 financial year.

5. THE GOOD BUSINESS FESTIVAL (PR)

The Good Business Festival Team will provide a brief update on the forthcoming Festival in July and set out how the LEP Boards and networks can get actively involved.

6. BUSINESS SUPPORT ECOSYSTEM (PR)

Ben Heywood of the Combined Authority will present the current thinking and priorities for the further development of the Business Support Ecosystem in the City Region and the role of the LEP and its delivery company, Growth Platform, for input and insight from Board Members.

7. LIVERPOOL CITY REGION FREEPORT: CHAIR AND BOARD RECRUITMENT (P)

Local Enterprise Partnership Managing Director, Mark Basnett, will present the proposed process for the recruitment and appointment of Freeport Management Board Chair and private sector Board Members to the Board for approval.

(Pages 9 - 16)

8. CHAIR'S UPDATE (V)

Asif Hamid will update the Board on significant recent activity and issues in his role as LEP Chair.

9. ANY OTHER BUSINESS

Next meeting – 22 July 2021 (8.30am – 10.30am) and then at 8.30am on:

23 September 2021

25 November 2021

Key – (V) – Discussion/verbal update no paper

(Pr) – Presentation

(P) – Paper

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LIVERPOOL CITY REGION LOCAL ENTERPRISE PARTNERSHIP

At a meeting of the Liverpool City Region Local Enterprise Partnership held in the on Thursday, 25th March, 2021 the following Members were

PRESENT:

MR A Hamid MBE (Chairperson of the Board)
Paul Corcoran
Professor Dame Janet Beer
Elaine Bowker
Dr Jonathan Hague
Laura Pye
Angela White OBE
Metro Mayor Steve Rotheram
Councillor Wendy Simon
Councillor Janette Williamson
Lynn Collins
Mark Whitworth

ALSO IN ATTENDANCE:

Councillor Graham Morgan, Leader of Knowsley Council
Mark Basnett, Managing Director LCR LEP
Tony Reeves, CEX Liverpool CC
Kirsty McLean, Director of Policy and Strategic Commissioning LCRCA
Tony Wade, Finance Director, LCR LEP
Frank Rogers, CEX LCRCA
Aileen Jones, Interim Director of Strategic Delivery LCRCA
Joanne Anderson, Innervision
Stephen Watson, Sefton MBC
Simon Reid, Growth Platform
Mick Allen, BEIS
Ellie Stanborough, BEIS

APOLOGIES:

Mark Bousfield
Kath ODwyer
Chris Fry
Mike Hulme

454. WELCOME AND DECLARATIONS OF INTERESTS (V)

The Chair welcomed Ellie Stanborough to her first LEP Board.

455. MINUTES AND MATTERS ARISING FROM THE PREVIOUS MEETING (P)

The minutes of the last meeting were agreed as an accurate record.

It was reported that since the last meeting the Digital Strategy and Action Plan had been formally approved by the LCRCA and that an update would be presented to a future LEP Board.

With regards to Net Zero it was reported that the North West has made significant progress on creating a narrative on net zero assets. Paul Corcoran advised that the LEP had joined a partnership, working on industrial decarbonisation across the city region, Greater Manchester and Cheshire.

Kirsty McLean reported that the LCRCA working with Greater Manchester, Cheshire and Warrington were playing a strong part in COP26.

It was reported that the LEP Annual Performance Review was undertaken in January and the Board were awaiting a formal response from Government. Initial feedback had suggested that Government was comfortable with the position of the LEP and how it was being governed.

A peer review with the London LEP had been organised working with Sadiq Khan and it was noted that similar challenges had been experienced by both bodies and sharing best practice relating to Growth Platform had been welcomed.

456. MEMBERS UPDATE (V)

Tony Reeves and Councillor Wendy Simon provided an update on the recent investigation into Liverpool City Council and it was agreed that further updates would be provided to the Board as the action plan progressed.

Mark Whitworth reported that recovery was underway after a period of reflection on how Peel Ports were positioned as a business in terms of aligning with the agenda of the LCR. The Board heard that there was positive growth with regards to job creation and there were currently 160 vacancies. Delivery of L2 was underway and it was reported that the Port was busy with Peel Ports considering how to better communicate about its environmental focus. It was reported that in 2020 Peel Ports had invested in electric cranes and planned to reduce its diesel fleet by 50% by the end of the year. With regards to rail capacity it was explained that this has never been so well utilised.

Laura Pye reported that the visitor economy was suffering but the roadmap was starting to open up venues. Building confidence and demand was highlighted as a key challenge in ensuring a domestic audience was available over the next 12-18 months. It was reported that a number of applications for outdoor spaces were being received and the next few weeks would be important. With regards to NML, a design competition was launched for the bridges along the waterfront to improve visitor flow and highlight the history of the docks.

Angela White reported that there had been a period of reflection for third sector organisations as the city region moved into recovery and consideration was being given as to whether workforces would continue to work remotely. It was reported that the community environment funds from the LCRCA had been well received and were a great opportunity for organisations to form innovative bids. There were concerns about what would replace ERSF and ERDF and it was agreed that the Chair investigate this with Tony Wade, Kirsty McLean and Mark Bousfield as there were a number of initiatives from central government that were unclear.

Professor Janet Beer reported that research funding had been cut and the implications of this were being considered. A funding gap resulting from Brexit was also highlighted as having detrimental implications. Frank Rogers added that the Deputy Director of BEIS had agreed to meet with the Board to discuss the needs, requirements and potential of the city region in relation to the Research and Development Strategy.

Dr Jonathan Hague advised that there were over 100 vacancies for research and development at Unilever and the company was investing more into partnerships in

the city region. An extension of Liverpool Ventures was proposed which included the systemisation of creation of mega projects and investment in an innovation exchange and consultancy apparatus which would be submitted to a future Board meeting.

Paul Corcoran reported that the pandemic had led businesses in the city region to pivot and innovate and new businesses and collaborations had been formed. Progress in gaming was highlighted as well as coding and programming. Concerning Kickstart, the Board were advised that the process was painful for businesses and there were concerns that untrained people were delivering the programme. Furthermore, there were concerns about the sustainability of careers in the programme and it was felt this needed to be explored. Innovation funding had been well received and it was proposed that how the Board looked at place assets in the city region was key. The Board was asked to consider if the necessary technical business support was available for new start ups in terms of advice and guidance on IP, funding, recruitment etc. It was suggested that a Lead Officer for digital and creative was needed. With regards to Agent, it was reported that the team was growing, and that Agent Academy continued to be successful.

The Chair suggested a roundtable discussion be held on Kickstart with Kirsty McLean and Rob Tabb to identify the opportunities and innovation needed to make it work.

Lynn Collins agreed there were concerns about Kickstart which the TUC had raised with the DWP. A year on from the start of the furlough scheme, it was reported that 11.2million people had been furloughed and 19% of all private sector were still on furlough. When coupled with the redundancy figures for the city region it was estimated that there could be 400,000 people made redundant or on furlough with 2 million people working for less than the national minimum wage. It was reported that the households below average income statistics were due to be released later in the day and they would be a realistic indicator of poverty in the region. The Chair suggested meeting with Lynn to discuss furlough, holiday pay and the forthcoming statistics.

Elaine Bowker reported on the inequalities in the city region as part of the white paper being released and noted that the return to education was going well. Testing was progressing well but there was a low take-up which hinted at students from poorer households being unable to afford to isolate. It was reported that there was demand for construction, hospitality and digital skills and that 2.5million adults were sub level 2 and this needed to be addressed. Elaine welcomed the report on race equality and advised work was underway to make the college an anti-racist organisation.

The Chair provided an update on the presentation from Myrtle Lloyd at a previous Board, noting that changes to procurement were to be announced in the coming week.

457. SOUTHPORT TOWN DEAL BRIEFING (PR)

Stephen Watson presented to the Board on the Southport Town Deal which incorporated a number of projects as part of a vision that was intended to stimulate £400million of investment in the town and create 1200 new jobs.

It was explained that the bid had been based on strengthening the visitor economy, diversifying the economy and having the infrastructure to underpin the above to address the seasonality of business in Southport.

The presentation focused on the transformation of the existing Convention Centre to a flexible event space to complement the regional offer. A water, light and sound show was also included as well as the development of a partnership between PleasureLand and an intellectual property partner with a renowned brand.

The Town Deal did not cover everything that had been submitted in the bid and so consideration was being given as to how to deliver the projects that were not included in the funding such as the Enterprise Arcade and some public realm work on Lord Street.

It was reported that the Event Centre was the centrepiece of the proposals and a £1million accelerator grant had been received in Summer 2020 that had been used for lighting Lord Street.

In summation, Stephen Watson reported that continued support with the diversification of the economy and ensuring that Southport was a part of the inward investment proposition was requested.

Paul Corcoran suggested that clarity on the types of businesses that the Enterprise Arcade would encompass would be helpful.

The Chair thanked Stephen Watson for the presentation and requested that further updates be provided to the LEP Board as progress was made on the proposals.

458. RACE EQUALITY PROGRAMME - POSITIVE ACTION REVIEW (PR)

Joanne Anderson updated the Board on the progress of the race equality review of the LEP and Growth Platform which considered the role of the LEP as leaders and facilitators as well as how they commissioned work and the demographics of the business they supported.

A review of Growth Platform's policy and procedures in relation to employment had been undertaken with a focus on the recruitment journey. Alongside this, a review of Growth Platform as a commissioner had commenced to identify any improvements that could be made.

It was highlighted that the quality of data was an issue and that the Commissioning Framework and Social Value Policy were being considered as a starting point. A desktop review of LEPs across the country had been conducted and it was reported that in terms of diversity the outcome was not positive. It was explained that although there was an appetite for change, monitoring outputs was difficult and examples of best practice were being sought.

Stakeholder engagement was due to take place on 12th April with a focus on internal staff, commissioning, board members and leadership.

Mark Basnett suggested that there was a big appetite from individuals to improve diversity but often people didn't know where to start. Members were encouraged to provide examples of good practice from their own organisations.

Paul Corcoran asked if there were quick wins that could be identified and communicated to businesses to start them on the process to better representation.

The Chair acknowledged that the Liverpool City Region LEP was considered a trailblazer for diversity and cultural change by Government but there was more to learn to encourage other businesses to make changes.

Elaine Bowker suggested that cultural change that was sustainable was more important than quick wins and that should be addressed as a priority. Supported conversations were highlighted as useful in recognising changes that needed to be made and ensuring actions were authentic and genuine. The need for race literacy when having these conversations was emphasized as key when connecting with black owned businesses and it was agreed that measuring outputs was a challenge.

The Chair suggested getting permission to share the diversity statistics of other organisations in the city region to identify best practice

Joanne Anderson reported that there were lots of will to improve and agreed that sustainable long term change was key.

459. EMPLOYMENT AND SKILLS ACTION PLAN (P)

Kirsty McLean provided the Board with an update on the Employment and Skills Action Plan and thanked Asif Hamid for his interim chairing of the Employment and Skills Board.

The report set out the latest position on employment and skills and included the response to Covid-19. It was explained that the national offer was complimented by a local programme as depicted in section 4.2 of the report. It was agreed that concerns about Kickstart could be raised with DWP and DfE as part of a wider conversation on the government's response to skills and the pandemic.

The need to be clear with government on whether different programmes worked or not was acknowledged as critical to ensuring the offer fitted the needs of the businesses and people of the city region. The report identified possible gaps in support and noted that these were widening due to the pandemic.

The Board was asked for their views on how to support businesses and people in the city region and how to ensure training and skills development opportunities were linked to Covid.

Lynn Collins welcomed the report and suggested that stripping out inequality like gender segregation in job roles and the stereotypical promotion of schemes could be done as part of this work.

Elaine Bowker agreed that the LCRCA work on skills was positive and highlighted some current challenges for the Board to be cognisant of. Firstly, the lack of flexibility with the DWP in terms of programme rules and secondly access to higher education.

460. FREEPORT UPDATE (V)

It was reported that the LCRCA Freeport bid had been selected to advance to the next stage alongside seven others in England. The impact of a Freeport was expected to be significant with an £850million GVA uplift, 14,000 jobs and 310 hectares of land with commercial floor space created for future investment opportunities across the city region.

The Board heard that Government planned to direct future support for economic growth and regeneration through the Freeport. Officers were working with MHCLG and the Treasury to understand the next steps and begin detailed work on a business case. It was noted that there was widespread support from the private sector.

Simon Reid advised that the next stage was to support colleagues in the LCRCA in developing the full business case and in particular feeding in the views of industry and wider private sector. Parallel to that work, the governance arrangements were progressing with the recruitment of a Chair, HEI representation and private sector representation using the LEP and Growth Platform for that process. Consideration was being given to how local businesses could engage in terms of promotion and shaping the next stage of the process.

It was reported that officers had presented a briefing of the project to the Mersey Maritime Board and there were plans to brief other companies in the LCR to explore how the storage element of the Freeport could safeguard their operations.

The Metro Mayor acknowledged that there was a lot of hard work in the next stage and there were early indications of the types of businesses that were attracted to the Freeport.

Frank Rogers added that a key requirement of the submission was to confirm the terms and conditions of employment and how that was approached was fundamental to the LCRCA's ability to progress the Freeport.

The Chair commended officers on their work in a short space of time and the spirit of collaboration on this project. It was suggested that if the proposal could be shaped from a business and international perspective then it would be a massive opportunity for the LCRCA.

461. CHAIR'S UPDATE (V)

The Chair recorded his thanks to Chris Fry who has served his three years on the Board so would not be returning and it was agreed this be captured in a letter.

It was reported that a deputy chair for the Clean Growth Board had been identified after a strong level of interest. It was recommended that the position be offered to Melinda Acutt of ICS supported by Amanda Lyne. It was agreed that Melinda be invited to join the LEP Board as the Clean Growth representative moving forward.

As this was the last meeting of the Board before the May elections, the Chair wished the politicians luck and hoped to see them return in for the next meeting in June.

A year on from the start of lockdown, it was acknowledged that businesses had suffered in the city region and mental health and wellbeing had also been affected.

462. ANY OTHER BUSINESS

There were no other items of business.

Minutes 454 to 462 received as a correct record on the 3rd day of June 2021.

Chairperson of the Board

(The meeting closed at 10:30am)

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Liverpool City Region Freeport: Chair and Board Recruitment

LEP Board Meeting 3 June 2021

Author:
Mark Basnett
LCR LEP

1. Purpose

1.1. To consult with the LEP Board on the process to recruit the Chair and other private sector Members of the Liverpool City Region Freeport Management Board to ensure that this process and ultimate Chair and Board Member appointments have the approval of the LEP Board together with approval of the LCRCA Leaders & Mayors.

2. Recommendations

2.1. LEP Board Members are asked to:

a) Consider and approve the draft Freeport Chair and Private Sector Board Member Recruitment Process

3. Background

3.1. It has been agreed that the LEP should coordinate the process of appointing the Freeport Management Board Chair and private sector Board Members on behalf of the LCR Freeport Stakeholders, building on the LEP Board recruitment process.

3.2. This process has therefore been used as the basis for the recruitment process for the Freeport Chair and private sector Board Members with modifications to ensure full consultation and approval of LCR Local Authority and Combined Authority partners.

3.3. Approval of this process is sought from the LEP Board and from LA and CA partners prior to implementation.

3.4. The Draft Terms of Reference for the LCR Freeport Management Board, submitted to Government in April 2021, is attached at Appendix 1 for Reference. Please note that these remain draft and whilst they have been submitted to Government, there may be some minor changes required depending on the forthcoming guidance, which we are expecting imminently.

4. Summary

4.1. The Chair of the Freeport Management Board will be the Freeport's leading representative, responsible to the Freeport stakeholders, and in particular its Accountable Body, Liverpool City Region Combined Authority and to the LEP Board.

4.2. The Chair will lead the Board in setting the strategy for the Freeport and ensuring that its operations and development meets the mandate from Stakeholders.

4.3. The other private sector Board roles, as specified in the Freeport Application approved by Government are:

- One member from the Port of Liverpool
- One member from the Universities
- One member from the LEP (LEP Chair)
- One member representing LCR's unique sustainability opportunities (to include Mersey Tidal / hydrogen / low carbon manufacturing activities)
- Three private sector members with relevant skills and/or interest within the Freeport.

4.4. It is proposed that the member from the Port of Liverpool and from the Universities are proposed directly by those organisations for approval by the LEP Board and LCR CA and LA Leaders and Mayors, rather than through an open recruitment process. The open recruitment process will therefore focus on the Chair and members representing LCR's sustainability opportunities and those with skills and interest relevant to Freeport.

5. Proposed Recruitment Process

Stage	Activity	Owner	Date
1	Agree Recruitment Process with LEP/CA & LA Stakeholders	LEP	4.6.21
2	Issue JDs, Information Pack & Advert via LEP, CA and Stakeholder networks and channels (Ensuring best practice is observed in recruiting for gender and racial equality)	LEP	7.6.21
3	Marketing/promotion of the role and opportunity	LEP	10.6.21
4.	Questions Deadline/ Response to questions asked	CA/LEP	28.6.21
5	Application Deadline/ Applications received & recorded	LEP	5.7.21
6	Applicant Summary Information Pack and Shortlisting process prepared for Appointments Committee	CA/LEP	7.7.21
7	Appointment Committee meet to agree shortlist for interview	LEP	9.7.21
8	Appointment Committee interviews shortlisted candidates and agree recommendation (optional opportunity for Stakeholder meetings)	CA/LEP	14.7.21
9	Recommendations for Chair and other Board positions considered by LEP Board for approval	LEP	22.7.21
10	Recommendation for Chair and other Board positions considered by LCR Leaders & Mayors for approval	CA/LEP	23.7.21
11	Offer made to selected candidates and references taken	CA/LEP	26.7.21
12	Announcement of Appointments	CA/LEP	2.8.21

6. Freeport Appointments Committee

6.1. Utilising the LEP Board appointments model, an Appointment Committee will be used to shortlist, interview and form recommendations for appointment. It is proposed this Committee comprises the following:

- LEP Chair (Asif Hamid MBE)
- LEP Diversity Champion (Elaine Bowker)
- LA Leader (David Baines, St Helens Leader, to represent LCR LAs)

6.2. It is proposed that the Appointments Committee is supported by LEP and CA Executives Mark Basnett and Kirsty McLean but they will not have any decision making role. It is proposed that the Committee considers all the candidates against the selection criteria and

seeks to make a unanimous recommendation on Chair and other private sector Board appointments.

6.3. Members of the Committee will then present their recommendation (supported by the LEP/CA Representatives) to both the LEP Board and to LCRCA Leaders and Mayors in July for approval. To be appointed, the Chair and other private sector Board Members must secure the support of both LEP Board and CA/LA Leaders.

7. Securing Approval

7.1. It is proposed that a “double lock” is applied to this important appointment whereby both the private and public sectors, through LEP Board and LCR Leaders & Mayors must agree to the appointment before it is approved.

7.2. If it was considered helpful a session for Stakeholders to meet either with shortlisted candidates, or with the preferred candidate, prior to approval could be included to feed into the process.

8. Appointments

8.1. Once approved by LEP Board and CA/LA Leaders & Mayors, an offer will be made to the preferred candidates subject to taking up of references. Once accepted and references confirmed an announcement will be made jointly by CA and LEP.

8.2. It is suggested that the proposals for other Board positions are presented to the LEP Board and CA Board Members for final sign off.

9. Next Steps

9.1. Once approved by the LEP Board and by LCR Leaders and Mayors Meetings in early June, the positions will be advertised and promoted widely by the LEP the following week.

Liverpool City Region Freeport

Management Board Draft Terms of Reference, April 2021

<p>1. Authority/Constitution</p>	<p>The Freeport Partnership Agreement (FPA) sets out how the Freeport will be led by a Management Board and how the Freeport will use an accountable body, the Liverpool City Region Combined Authority, to enter into contracts and employ staff and be accountable for the use of public funds.</p> <p>Whilst ensuring that the requirements of the Accountable Body in fulfilling its role are met, the Management Board will otherwise oversee and manage the day-to-day operations of the Freeport and be the leadership and decision-making body for the Freeport. Its accountability and core functions and responsibilities are set out in Sections 2 and 3 below.</p> <p>These Terms of Reference will remain as a draft until approved at the first meeting of the Freeport Management Board.</p>
<p>2. Accountability</p>	<p>The Freeport Management Board, through its Chair is responsible to the Liverpool City Region Mayor and to the Chair of the Local Enterprise Partnership.</p> <p>The Management Board Members will be accountable to each other to ensure partnership working is productive, sustainable, and supportive.</p> <p>Reports on progress will be provided to the appropriate LCR Combined Authority and Local Enterprise Partnership Board meetings and LEP Sector Boards as agreed.</p> <p>Clear key performance indicators (KPIs) will be developed and used and reporting on progress will be against agreed KPIs.</p> <p>The performance of the Management Board, Steering Group and Executive Team will be reviewed annually.</p>
<p>3. Functions and responsibilities</p>	<p>The Freeport Management Board is responsible for the following initial activities and, once established, important ongoing functions:</p> <p>Commencement and establishment activities</p> <ul style="list-style-type: none"> a) Overseeing the development of an Outline Business Case (OBC) and Full Business Case (FBC) submission to MHCLG and HM Treasury for Freeport Status across Tax and Customs Sites in the Liverpool City Region. b) Overseeing the procurement and roll out of a new Customs Platform to integrate Port and Customs Provisions into a single, efficient and HMRC compliant

	<p>inventory and customs administration system.</p> <ul style="list-style-type: none"> c) Preparing a Commencement Business Plan (largely drawn from the FBC) for the first year of operation of the Freeport including a strategy for the Freeport. d) Preparing a 5-year Strategy setting out the Freeport's ambitions for this period. e) Within a two-year period from Commencement, to undertake a review of the Governance arrangements and whether an incorporated vehicle should be established to operate the Freeport. <p>Ongoing operations</p> <ul style="list-style-type: none"> a) Preparing an annual business plan and budget for approval at least two months prior to each year end. b) Marketing the Freeport effectively to procure private investment into the Freeport. c) Providing appropriate support to investors who commit to the Freeport to help deliver their investment. d) Ensuring that all funding sources available from programmes in LCR are applied to the development of the Freeport and to ensure that occupiers achieve their growth potential. e) Providing an innovation function which: f) supports innovative businesses where they require input; and g) Coordinating and facilitating submissions for place-based innovation or challenge funds and regulatory support for Freeport firms. h) Monitoring and maintaining integration with local economic strategies, particularly those supported by LCR Combined Authority and the LEP. i) Formally supporting the reporting to MHCLG through the area lead periodically and at least annually on how the Freeport is delivering on its agreed strategy set out in their winning bid. j) Establishing systems and processes to comply with MHCLG's requirements on monitoring and evaluation (such as data collection and provision regarding new jobs, businesses created, and private investment attracted). k) Actively managing security risks across physical, personnel, and cyber domains, and working with
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	MHCLG, HMRC, Border Force, the NCA, and Home Office to conduct an annual audit of the security measures.
4. Membership	<p>The Management Board will consist of twelve permanent members that will meet quarterly:</p> <ul style="list-style-type: none"> • An independent chair • The Metro Mayor • Two (political) members from the LCR local authorities • One member from the Port of Liverpool • One member from the Universities • One member from the LEP (LEP Chair) • One member representing LCR's unique sustainability opportunities (to include Mersey Tidal / hydrogen / low carbon manufacturing activities) • A local MP • Three private sector members with relevant skills and/or interest within the Freeport. <p>The Management Board will be deemed to be quorate when eight members are present.</p> <p>Members of the Management Board must attend at least 75% of all meetings but should aim to attend all meetings. Attendance will be recorded and monitored.</p>
5. The Steering Group	Nominated by the Management Board, members of the Steering Group, comprising senior officers and individuals from Board member organisations (and beyond) will meet monthly and assist the Freeport executive team in setting its plans for approval by the Management Board and in delivering the objectives of the Freeport. The Freeport Partnership Agreement will set out the detailed arrangements for decision-making, delegations, and the management of risk in respect the Management Board and Steering Group.
6. Equality, diversity, and inclusion	In conducting its business, the Management Board and Steering Group will at all times seek to promote its commitment to equality and diversity by the creation of an environment that is inclusive for both its staff and its partners including those who have protected characteristics and vulnerable members of our community.
7. Communication	The Chair and Management Board will agree communications protocols for sharing and disseminating information within the

	<p>Management Board and into the public domain.</p> <p>Progress will be reported, as required and as appropriate, to the LCR Combined Authority and LEP Boards as set out in section 2 above.</p> <p>An open communications style will be adopted on Freeport matters between and on behalf of LCR Freeport landowners, operators, and host local authorities.</p>
<p>8. Meeting administration and reporting</p>	<p>The operations administrator will act as the secretary to the Management Board and Steering Group and will provide appropriate support to the Chair and Management Board members.</p> <p>Agendas and papers will be submitted at least 3 working days in advance of a meeting.</p> <p>The minutes of all meetings of the Management Board and Steering Group shall be formally recorded. The Steering Group minutes will be submitted to the Management Board for approval at its quarterly meeting.</p>
<p>9. Review</p>	<p>The Terms of Reference for the Management Board shall be reviewed annually.</p>