



**LIVERPOOL
CITY REGION**
COMBINED AUTHORITY

METROMAYOR
LIVERPOOL CITY REGION

**A plan for Liverpool City Region
Combined Authority
2018-2020**

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A Plan for the Liverpool City Region Combined Authority 2018-20

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A Plan for the Liverpool City Region Combined Authority 2018-20

Introduction

We share huge ambitions for Liverpool City Region and our people and shoulder a huge collective responsibility to work together to achieve them.

These ambitions will be delivered by making the most of our shared assets – our natural resources, our creativity and inventiveness, our determination and our shared values.

Devolution has given us the opportunity to make our own decisions and build our own future, one which delivers prosperity for all of our 1.5 million residents.

By working together across our six constituent local authorities we have already achieved a great deal, attracting more than one billion pounds of additional investment in transport, skills, economic development and housing.

We are already making major investments to support the creation of local jobs, apprenticeships and new homes.

This is a strong start but we can and will achieve more. Together we have an opportunity to transform our city region.

This plan sets out how, by taking decisions locally, we will harness the incredible assets of our city region to create a place where we all share in the benefits of a booming local economy and no-one is left behind.

SECTION 1

a) The Liverpool City Region Combined Authority

The Liverpool City Region is governed by the Liverpool City Region Combined Authority and its constituent councils. The Combined Authority was established on 1 April 2014 and the membership includes the Liverpool City Region Metro Mayor, five local authority leaders of Halton, Knowsley, Sefton, St Helens and Wirral Councils, the elected Mayor of Liverpool City Council and the Chair of the Local Enterprise Partnership. Warrington and West Lancashire Councils are Associate Members of the Combined Authority.

We have ambitious aims to grow our economy and attract more residents and businesses to live, work, study, visit and invest in the Liverpool City Region. We are helping to deliver this by ensuring that our funding and resources are being targeted at the right issues for our area.

The Combined Authority works collaboratively with the Liverpool City Region Local Enterprise Partnership and its constituent local authorities to promote and deliver inclusive economic growth. The Local Enterprise Partnership also ensures that the views of businesses are represented in strategic decision making.

We want to deliver sustainable economic growth which benefits all in the City Region, delivering added value to the individual efforts of Local Authorities through creating the conditions for increases in the number and quality of jobs and the level of local employment.

b) Our approach

It is not just *what* we do but *how* we do it that will be vital to successfully shaping our work. We will put the **City Region first**; act with **respect**; and be **action focussed**.

Our approach will drive our success:

We'll be innovative and will succeed by being different.

We'll be inclusive, engaging all our communities including residents, business, the voluntary, community and social enterprise (VCSE) sector, as well as civic leaders, in collectively developing, sharing and delivering our vision.

We'll be brave, inventive and ambitious. We know we will not transform our region or change lives unless we are willing to take risks, break new ground and set ourselves big challenges.

We'll be driven by evidence, with decisions grounded in robust analysis of our strengths, issues and opportunities.

We'll be professional, collaborative and focused. We're creating a new organisation of skilled, experienced and motivated people to deliver this work - supporting each other, serving our communities and delivering a shared vision.

We'll be loyal, passionate and proud. We're a place with an extraordinary history, character and culture. We're rooted in its values, proud of its history and dedicated to its people.

We'll be responsible as well as ambitious and will strive to leave our environment in a better state than we found it.

SECTION 2

STRATEGIC PRIORITIES

Our strategy for achieving this shared vision is built around eight high level priorities:

- 1. Priority One:** A dynamic, prosperous, inclusive economy which benefits every part of the city region
- 2. Priority Two:** Jobs, skills and career opportunities for all
- 3. Priority Three:** A high speed digital network that connects the whole region to the world
- 4. Priority Four:** A transport network that connects people, goods and business
- 5. Priority Five:** Good quality and affordable housing
- 6. Priority Six:** A greener and cleaner place to live
- 7. Priority Seven:** A world class culture and visitor experience
- 8. Priority Eight:** More decisions taken locally

We recognise that there is great complexity in our modern world and that however priorities are identified and organised there are always relationships and interdependencies between them. To successfully deliver our overall vision will mean working hard at shared understanding and joint working between partners across them all our priority areas.

The next part of this document sets what we will do – those high level priorities, objectives and key activities that form our strategic plan for 2018-20. This will help us all to understand how we are doing, enable us to be transparent and accountable, and to share our successes, challenges and learning as we strive to achieve our shared vision.

SECTION 3 KEY DELIVERABLES

**LCR CA PRIORITY 1: A dynamic, inclusive and prosperous economy which
benefits every part of the City Region**

Portfolios	Inclusive Growth, Economic Development, Digital; and Innovation and Business Growth and Brexit
Portfolio Holders	Cllr Phil Davies and Asif Hamid

VISION STATEMENT

VISION STATEMENT

Our ambition:

The Combined Authority uses the policy making and investment powers our game-changing devolution agreement brought to make the city region more prosperous, productive, sustainable and inclusive.

We want there to be more high-quality jobs, places people want to live and work and improved environmental sustainability. The Combined Authority has identified and progressed large scale projects capable of producing transformational economic growth in the city region and has identified economic strengths to build on. We want to support businesses to start up and scale up and to support innovation across the City Region, ensuring companies have the support they need to grow, including investigating the scope for a stronger account management approach. We also want our City Region to be well prepared for the UK’s exit from the European Union, and the challenges and opportunities this presents, helping to maintain and build our reputation as a global, outward facing economy.

We also want to use the Combined Authority’s tools for inclusive growth by shaping policy and investment decisions to share the benefits of a growing economy widely, creating opportunity and jobs for as many people of the city region as possible, enabling all to participate in creating a successful and prosperous city region, and to be fairly rewarded for doing so.

Our aim is for the City Region’s business base to be growing with more sustainable companies launched at a higher rate, existing companies with growth potential receiving support to accelerate and maintain their growth and more businesses are attracted to operate here. We want companies

interested in investing in the city region (whether by investing, setting up or growing operations) to have a single point of contact to access and coordinate support and an excellent customer journey.

LCR CA PRIORITY 1: A dynamic, inclusive and prosperous economy which benefits every part of the City Region

The table highlights the key objectives to be achieved

Objectives
1. To have a Local Industrial Strategy that links local priorities to investment opportunities to generate economic growth as well as environmental sustainability and community wellbeing
2. Generate inclusive growth by linking investment to measures that improve social fairness, including development & implementation of a Fair Employment Charter
3. Create a clear Investment Strategy to maximise the benefit of the combined authority’s investment funds, maximise funds available for investment and identify projects where investment will maximise the public benefit. This will include innovative, transformational and large scale investment propositions; measures to increased levels of business starts, supporting scale up, investment, innovation and growth across the whole City Region
4. Adopt a City Region approach for business that updates, aligns and coordinates support for business seeking to start, invest or grow working in partnership with LAs and stakeholder organisations across the City Region
5. Increase the City Region’s international profile in partnership with business and Universities to increase international trade, investment, research and students, and grow the visitor economy and to sustain and build an environment which attracts and nurtures talent

Headline actions 2018-20
Produce an evidence based Local Industrial Strategy and aim to have undertaken the 1 st evidence phase by the end of 2018
Integrate inclusiveness into investment processes, work with businesses to introduce a fair employment charter and conduct an audit of the public purse to identify local spending options
Complete a new SIF investment strategy, launch and commit available funds under a new SIF round (commit the greater of £100m and 90% of SIF funds available in this planning period)
Launch One Front Door for inward investment
Investigate the opportunity for new business-research collaboration initiatives and opportunities for commercialisation; and commit to three new initiatives in this planning period
Ensure strategic linkages and create relevant content to support development of the LCR Spatial Development Strategy
Work with central Government and the local business community to develop an evidence base of potential impacts of EU exit on the LCR

LCR CA PRIORITY 2: JOBS, SKILLS AND CAREER OPPORTUNITIES FOR ALL

Portfolio	Education, Employment, Apprenticeships and Skills
Portfolio Holder	Cllr Ian Maher

VISION STATEMENT

Our ambition:

We want to help people of all ages to get the skills they need and tackle our productivity gap, including aiming for higher productivity and a lower incidence of skills shortages in key growth sectors. We are already working well on employment and skills. We have completed our Area Based Review; consulted with 1,800 employers on a detailed Skills Survey; and agreed our Skills Strategy. We are delivering on significant employment and skills programmes, helping people into work and enabling them to access the skills and wider support they need. This has only been possible through the partnership working. It provides a sound basis for the next phase of our activity.

We want a higher percentage of our young people to leave school with the qualifications they need in English, Maths and with digital skills and high levels of work readiness. We also want a higher percentage of the working age population are in employment. With in-work poverty at record levels, more and more people are finding that work no longer pays to provide a decent quality of life so we will also work with employers so that good quality jobs account for a higher percentage of all jobs in the city region.

We will work with employers to understand the drivers of productivity and help them best address skills gaps so they invest more in the skills of their workforce, including through apprenticeships. We will help and encourage employers to develop medium term workforce plans that include progression pathways and succession plans to address the issues of an ageing workforce. We will monitor and plan for the potential impacts of the UK's exit from the European Union on residents and employers. This should include considering our support for employers and any new opportunities for residents which may help to address the local productivity gap.

We aim to have much simpler systems and more joined up support processes, driven by stable funding and characterized by clarity, inclusivity and responsiveness.

LCR CA PRIORITY 2: JOBS, SKILLS AND CAREER OPPORTUNITIES FOR ALL

The table highlights the key deliverables to be achieved

Objectives	Headline actions 2018-20
<ol style="list-style-type: none"> 1. More multi-agency support for young learners to help raise attainment levels among young people 2. Widen availability of employability and skills services – flexible provision and more effective matching of individuals to employers with current available job 3. Develop planned approach to graduate retention 4. Promote employer collaboration to find solutions to current and potential skills shortages 5. Improved understanding of job opportunities and links between employers, Jobcentre Plus and local employment support services 6. Explore opportunities for retraining linked to enhancing business profitability and employee opportunities 7. Increase take up of Apprentices across the City Region 8. Prepare for devolution of the Adult Education Budget to the Combined Authority from academic year 2019/2020 9. Work with businesses to explore opportunities to meet skills needs for the future 10. Monitor the potential impacts of the UK's exit from the European Union on residents and employers. This should include considering our support for employers and any new opportunities for which may help to address the local productivity gap 	<p>Start to deliver our skills strategy, including through the specific actions below</p> <p>Design and launch an Apprenticeship Application portal</p> <p>Commission support to improve inclusion and narrow gaps for under-represented groups</p> <p>Deliver and Implement Skills for Growth Action Plans in support of national Sector Deals</p> <p>Establish digital skills competency framework through a local Digital Skills Partnership, validated by a Digital Skills Passport</p> <p>Create and promote clearer Labour Market Information and progression pathways through education and learning leading to sustainable and good quality employment</p> <p>Deliver and evaluate the innovative Households into Work programme</p> <p>Co-produce with employers a skills and job redesign plan to tackle the challenge of replacement demand as employees retire</p> <p>Encourage providers to deliver Technical Education courses and qualifications that meet needs of employers, including preparing for the rollout of T levels</p> <p>Work with DfE to explore the potential for a more targeted approach to apprenticeships provision, including opportunities to deploy apprenticeship levy funds locally</p> <p>Work with employers to understand how best to take an approach to skills which works for businesses</p> <p>Design and implement commissioning plan for the devolved Adult Education Budget</p> <p>Commission European Social Fund activities to meet the needs of residents as set out in the Skills Strategy</p> <p>Ensure strategic linkages to support development of the LCR Spatial Development Strategy</p> <p>Review the potential impacts on labour supply of the UK's exit from the European Union, including how these may present new opportunities to support the local workforce and address the local productivity gap</p>

**LCR CA PRIORITY 3: HIGH SPEED DIGITAL NETWORK THAT CONNECTS THE
WHOLE REGION TO THE WORLD**

Portfolio	Inclusive Growth, Economic Development, Digital and Innovation
Portfolio Holder	Cllr Phil Davies

VISION STATEMENT

Our ambition:

We want to be the digital gateway to the fourth industrial revolution (and subsequent developments) having been the gateway to the first. We also want to be the most digitally connected city region in the UK by interlinking our global and other assets to each other and all parts of the LCR via a full fibre network and maximising other emerging technologies including 5G.

We want to maximise opportunities offered by transatlantic internet cables directly linking the UK to North America, the world's 2nd largest internet exchange (IX Amsterdam) and on to the rest of Europe, which lands at Southport.

We also want to play a leading role on the Artificial Intelligence Grand Challenge in the Government's Industrial Strategy. We already have SciTech Daresbury - one of the UK's two primary science and innovation campuses which hosts one of the world's top 25 supercomputers (and the most powerful in the UK dedicated to industrial R&D) at the STFC Hartree Centre, an associated data centric industry cluster, and the only IBM Research Lab in the UK plus deployment of its world-leading Watson artificial intelligence platform. And the Knowledge Quarter Liverpool is home to one of only 6 initial 5G testbeds in the UK, linked to Sensor City, one of the world's only incubators dedicated to the development and deployment of IoT technologies. The LCR also intends to build on these and the UK's leading sub-national 4IR business support programme LCR 4.0 to be lead region for the development-and application of industrial digitisation technologies.

We also intend to maximise our 4 Global Digital Exemplar health trusts (the only place in the UK to have so many) to be the lead UK region for applying digital and medical technologies.to transform human health and care, epitomised by Alder Hey's vision to be the world's first "Living Hospital".

LCR CA PRIORITY 3: DIGITAL – HIGH SPEED DIGITAL NETWORK THAT CONNECTS THE WHOLE REGION TO THE WORLD

The table highlights the key deliverables to be achieved

Objectives	Headline actions 2018-20
<ol style="list-style-type: none">1. Create an integrated full fibre network throughout the LCR2. Establish a series of Digital Exchanges (DXs) on the new network and across the LCR3. Maximise the deployment of 5G4. Support development of the digital and createch sector5. Apply digital technologies and data analytics to deliver public sector transformation as well as private sector innovations to support innovation, improvements in productivity and growth across the economy6. Consolidate the LCR's UK-leading position on the 4th Industrial Revolution, industrial digitisation7. Harness the City Region's world-leading High Performance Computing & Cognitive Computing capabilities to accelerate cross-sector growth & productivity, & develop a world-class data-centric & disruptive digital technologies and artificial intelligence	<p>Lay the foundations for full fibre network delivery by agreeing the model and establishing governance structures (governance to be operational by year end 2019)</p> <p>Commit to a Digital Infrastructure Action Plan mapping an indicative "Superspine" route, estimated costs, potential Digital Exchange (DX) locations, intended delivery model and approaches, indicative governance structures, estimated economic benefits; submit SIF funding request by the end of 2018 and launch development in this planning period</p> <p>Support the extension of the Liverpool 5G testbed and wider roll out</p> <p>Create and launch a commercialisation and growth plan to capitalise on new digital infrastructure; agree the overall approach in early 2019</p> <p>Complete digital/createch sector mapping</p> <p>Support development of the digital elements of the LCR Spatial Development Strategy</p>

LCR CA PRIORITY 4: A TRANSPORT NETWORK THAT CONNECTS PEOPLE
GOODS AND BUSINESSES

Portfolio	Transport and Air Quality
Portfolio Holder	Cllr Liam Robinson

VISION STATEMENT

Our ambition:

We want to create a fully integrated, modern and inclusive transport network that benefits all in the city region, connecting people to employment, education, leisure and new opportunities. At the same time, we must reduce the transport network's impact on our environment. We have commissioned a brand-new train fleet for Merseyrail and invested £460 million this and the associated project costs. The fleet will be the most modern in the country and publicly owned by the city region and will support further investment in the capacity and quality of our local rail network.

We are testing the range of powers at our disposal to create a bus network that works for our residents and enhances the economic, social and environmental benefits of bus transport. We want more people to use the bus to support our policies on air quality, carbon reduction, congestion, inclusion and access.

The role of walking and cycling, for shorter journeys in particular, is critical and we will invest in the enhancement of these networks to remove barriers and encourage a shift from car trips to more active travel modes. And our port-related and logistics assets mean we need to plan for the movement of goods in a way that reduces its impact on people and on the environment.

We are also working closely with Transport for the North and have already secured a commitment from the Government of £100m to link the City Region to High Speed 2 and Northern Powerhouse Rail. As a strategic partner in Transport for the North we will continue working to secure a new faster, Liverpool to Manchester rail line and a new HS2/NPR station in Liverpool.

We are building the evidence on the condition of the Key Route Network and our most important roads so we can take action to improve their condition and efficiency.

LCR CA PRIORITY 4: A TRANSPORT NETWORK THAT CONNECTS PEOPLE, GOODS AND BUSINESSES

The table highlights the key deliverables to be achieved

Objectives	Headline actions 2018-20
<ol style="list-style-type: none">1. Invest in public transport and improve cycling and walking opportunities2. Tackle poor air quality across the city region3. Make it easier to use our transport network and support a reduction in car trips in particular4. Make transport more affordable, initially looking at options relating to apprentices aged 19 – 245. Ensure new regulatory powers over buses are tested fully and maximised to create a bus network that works for all residents6. Secure a new faster Liverpool to Manchester rail line and a new HS2/NPR station in Liverpool7. Clearly articulate our vision for transport across the LCR, including recognising the importance of existing hubs and connections to effectively guide the commissioning of activities and allocation of funds8. Work with Transport for the North and its partners, to maximise opportunities to improve inter-city connectivity and freight capacity across the North	<p>Invest £134m over the next four years in public transport and improving cycling and walking facilities including through the Transforming Cities Fund</p> <p>Produce an Air Quality Action Plan for the city region that maximises the Combined Authority’s funding and policy responsibilities in order to support the reduction of harmful emissions from transport</p> <p>Invest in Smart Ticketing, supported by a comprehensive review of our ticketing products</p> <p>Introduce a price discount for apprentices aged 19 - 24</p> <p>Produce a Key Route Network of the city region’s most important roads and develop action plans and priorities for the Key Route Network of LCR’s most important roads, and tools that support an enhanced bus and local rail offer</p> <p>Produce a Mayoral Transport Plan that sets out our vision and delivery plans for transport; and supports our Local Industrial Strategy, Spatial Development Strategy and priorities for a cleaner, healthier & more inclusive LCR</p> <p>Work up the case for increased investment in cross Northern connectivity including the opportunities related to freight to deliver out long term Rail Strategy</p> <p>Ensure strategic linkages and create relevant Transport content to support development of the LCR Spatial Development Strategy</p>

LCR CA PRIORITY 5: GOOD QUALITY AND AFFORDABLE HOUSING

Portfolio	Housing and Spatial Planning
Portfolio Holder	Cllr Derek Long

VISION STATEMENT

Our ambition:

We want everyone in the city region to have access to a good-quality home in a safe neighbourhood - safe, secure, good quality housing is a basic human right. We have already worked with all of our local authorities to establish how many homes we need across the city region and have ambitious plans.

We will adopt a brownfield first approach to development and are looking at funding options to unlock currently undevelopable brownfield sites, including working with Homes England.

We are also working to tackle homelessness in partnership with our constituent local authorities, Housing Associations and the whole community and are developing Housing-led approaches including the implementation of Housing First as part of a national pilot. And we want to work with key organisations in the housing sector to improve the quality of housing in the City Region, including social housing.

Housing cannot be considered in isolation and we will use our powers in areas such as planning, transport, education and skills to ensure we take a holistic approach to ensuring that housing can help deliver inclusive growth and support wider public sector reform.

By creating the right housing offer we can help attract investment, economic growth and talented people to the city region and to retain graduates from our world-class universities.

We will create the Liverpool City Region Land Commission to provide a public sector wide body to co-ordinate the use of the public estate.

LCR CA PRIORITY 5: GOOD QUALITY AND AFFORDABLE HOUSING

The table highlights the key deliverables to be achieved

Objectives	Headline actions 2018-20
<ol style="list-style-type: none">1. Understand the need for new homes across the city region2. Adopt a brownfield first approach to housing development3. Successfully implement Housing First delivery across the city region and develop housing led approaches to tackling homelessness4. Bring forward infrastructure funding and remedial measures needed to support future housing development5. Work with the City Region's Registered Providers to increase the number of homes for social and affordable rent6. Align development throughout the Liverpool City Region to ensure delivery of good quality homes available to Liverpool City Region residents, including in the private rented sector7. Regenerate and reinvigorate neighbourhoods, particularly in the city region's more deprived areas	<p>Ensure strategic linkages and create relevant Housing content to support development of the LCR Spatial Development Strategy</p> <p>Complete analysis of the cost of remediating brownfield sites on the brownfield register</p> <p>Implement the Housing First scheme</p> <p>Produce a Housing Strategy with the aim of increasing the number of high quality homes across the city region</p> <p>Create the Liverpool City Region Land Commission</p>

LCR CA PRIORITY 6: A GREENER, CLEANER PLACE TO LIVE

Portfolio	Energy and Renewables
Portfolio Holder	Cllr Rob Polhill

VISION STATEMENT

Our ambition:

We want to leave our environment in a better state than we found it, both locally in our different neighbourhoods and globally. We will respond to the emerging impacts brought by climate change to ensure that our communities and economy are resilient and have the infrastructure to meet the changing environment.

We will invest in sustainable transport, including though walking and cycling schemes, and will introduce further measures to improve air quality.

We have the ambition to be zero carbon by 2040. This involves substantial changes to our energy system, infrastructure and transport networks and building stock. This brings challenges and opportunities for our communities and businesses.

We will work to deliver a world-leading tidal energy system harnessing the power of the tides in the River Mersey and Liverpool Bay. The tidal project will become part of an integrated blue energy system.

We will work with partners to uplift energy efficiency in all homes across the city region. We will work to ensure that new buildings are zero-carbon enabled from inception.

As the transport sector begins the migration away from conventional internal combustion technology we will develop partnerships between the transport and energy sectors. This will ensure that alternatives such as electric or hydrogen power can be provided in a timely and cost-effective manner.

The LCR has significant green and blue environmental assets and these contribute to the quality of life for our residents. We will support the enhancement of these assets.

LCR CA PRIORITY 6: A GREENER, CLEANER PLACE TO LIVE

The table highlights the key deliverables to be achieved

Objectives	Headline actions 2018-20
<ol style="list-style-type: none">1. Explore the potential for LCR to be zero carbon by 2040 focused on impacts from energy, transport, buildings and industry2. Look for opportunities to invest in sustainable energy systems to support our economy and communities3. Explore the potential for a major tidal energy scheme in the city region4. Ensure energy system capacity is available ahead of need to meet the demands of a growing economy5. Develop partnerships between transport and energy service providers to enable further expansion of alternatively-fuelled road, rail and sea fleets6. Position the city region in the minds of Government, regulators, companies and investors as the principle centre in the UK for key low carbon technologies such as tidal, offshore wind and hydrogen7. Develop strategies for smarter energy management across the built environment and lead by example in the public estate	<p>Produce an LCR Energy Strategy and Action Plan</p> <p>Develop the options and case for a Mersey Tidal project</p> <p>Produce a Hydrogen Plan for the City Region</p> <p>Deliver a North West Energy Hub with BEIS and NW LEP partners in LCR</p> <p>Support a series of events across the city region as part of the 2019 Year of the Environment campaign</p> <p>Create energy and environment content to support the city region's Local Industrial Strategy and Spatial Development Strategy</p> <p>Develop investment propositions for energy and environment projects across the city region</p> <p>Create an LCR climate change resilience plan</p> <p>Contribute to the development of the air quality action plan</p> <p>Support the development of the Northern Forest</p>

LCR CA PRIORITY 7: A WORLD CLASS CULTURE AND VISITOR EXPERIENCE

Portfolio	Culture, Tourism and the Visitor Economy
Portfolio Holder	Mayor Joe Anderson OBE

VISION STATEMENT

Our ambition:

We want to take full advantage of the cultural assets of the city region and, recognising their importance, adopt strategies that will make them become even more successful in future.

We will use devolution to achieve sustained growth across key visitor markets, as well as ensuring that our culture and creativity are cornerstones of our place proposition.

In recognition of the potential impacts of the UK's exit from the European Union, we will use our cultural assets to present ourselves as an open, global City Region which continues to welcome and value international visitors, businesses, workers and students.

And we are the first combined authority in the country to commit the equivalent of 1% of our funding to support cultural activities across the Liverpool City Region, through the 1% for Culture and Borough of Culture initiatives.

LCR CA PRIORITY 7: A WORLD CLASS CULTURE AND VISITOR EXPERIENCE

The table highlights the key deliverables to be achieved

Objectives	Headline actions 2018-20
<ol style="list-style-type: none">1. Increased participation in culture and creativity across the city region, through the implementation of the City Region's Cultural Strategy2. Increased understanding of the impact of culture and creativity across the LCR to support future advocacy and investment3. Increased investment in capital infrastructure (attractions, accommodation, digital, transport etc) that support the competitiveness of the City Region in attracting key domestic and international visitor markets4. Increased numbers of domestic and overseas leisure and business visitors staying in the City Region5. Enhanced opportunities for career progression and increases in employee retention6. Exploit opportunities to establish the City Region as a Tourism Zone as part of the Government Modern Industry Strategy and the deal for the sector being brokered by Visit Britain7. To work with national government on new ways of investing in the cultural and wider visitor economy to support excellence and growth	<p>Undertake research & cultural capital pipeline mapping and undertake research and mapping of city regions cultural and heritage assets</p> <p>Implementation of the City Region's Cultural and Creativity Strategy</p> <p>Continue to develop and deliver the cultural aspects of the devolution deal</p> <p>Support Liverpool UNESCO City of Music status and the music offer in the wider region to increase economic and social benefits</p> <p>Investment in capital infrastructure to attract domestic and international visitors including co-ordinated destination marketing</p> <p>Implementation of the LCR Visitor Economy Strategy and Investment Plan</p> <p>Establish the City Region as a Tourism Zone as part of the Government's Industry Strategy</p> <p>Ensure strategic linkages to support production of the Spatial Development Strategy</p>

LCR CA PRIORITY 8: MORE DECISIONS TAKEN LOCALLY

Portfolio	Public Service Reform and Further Devolution
Portfolio Holder	Cllr Graham Morgan

VISION STATEMENT

Our ambition:

We want to make decisions locally on the issues that are important to us locally, rather than having them taken for us in Westminster.

We are proving, through our record of achievement so far, that devolution works for people and businesses in the city region and we will press for further powers and funding.

Working together across the six local authorities gives us a stronger voice and more power and we will look for further devolution where there is a clear benefit for our residents.

We will develop strong proposals for further devolution based on a place and evidence based approach to delivering both city region and national priorities. We will also look for opportunities to share best practice across the City Region.

We will be prepared for the challenges and opportunities presented to the City Region by the UK's exit from the European Union, having worked with Government to develop a regional approach which works for our economy and our people.

We want our City Region's public services to be designed and developed in an efficient way which can be clearly understood by members of the public.

LCR CA PRIORITY 8: MORE DECISIONS TAKEN LOCALLY

The table highlights the key deliverables to be achieved

Objectives	Headline actions 2018-20
<ol style="list-style-type: none">1. Negotiate with Government to deliver on their Budget commitment to further devolution in support of our city region's objectives2. Deliver the devolution already devolved from Government3. Greater local control over how money is raised and spent locally4. More accountability and transparency in decision making for residents	<p>Open discussions with Government about the potential for further devolution and place based approaches including on education, skills and apprenticeships</p> <p>Explore the potential for more efficient public services</p> <p>Seek opportunities to promote 'Northshoring' of civil service posts to the City Region</p> <p>Ensure delivery of existing devolution commitments and develop a strong track record of the Combined Authority's record on delivery</p> <p>Manage a Rural Leader funding programme to support rural diversification and growth</p> <p>Be an Intermediate Body for European grant funding, including ESIF, SUD, ERDF and ESF projects</p> <p>Ensure that the City Region has a voice in the development of the UK's approach to exiting the European Union, and that we benefit from any policy apparatus designed to address the opportunities and challenges this may present</p>