

REPORT TO: Employment, Learning & Skills and
Community PPB

DATE: 24th June 2019

REPORTING OFFICER: Strategic Director, Enterprise, Community &
Resources

PORTFOLIO: Employment Learning & Skills and
Community

SUBJECT: One Front Door – Liverpool City Region’s
Inward Investment Service

WARDS: Borough Wide

1.0 PURPOSE OF THE REPORT

1.1 Update Members with One Front Door for the Liverpool City Region - a new delivery model for engaging with new prospective investors.

2.0 RECOMMENDATION: That the Policy and Performance Board receive the update.

3.0 SUPPORTING INFORMATION

What is the Inward Investment Service?

3.1 The inward Investment Service is the approach taken within the Liverpool City Region to attracting investment into the area. With intense demand for investment among city regions it is crucial that the approach taken is as effective and efficient as possible.

Recently published information from Ernst and Young highlighted the fact that that the Liverpool City Region was performing below par (compared to other city regions) with attracting businesses (particularly large investments) to the area but was “punching above its weight” with attracting tourists and overseas students to the city region, compared to other areas.

What is the Liverpool City Region Approach?

3.2 The approach taken is one of “honest broker” when an investor shows interest in the Liverpool City Region. For example, when a business looks to invest in the area all appropriate sites are presented to them (without prejudice) in order to ensure that the client is at the centre of the enquiry. This approach ensures the best possible service for potential investors whilst negating any potential external interference.

Over the years Halton has benefited from a collaborative approach and joint working with city region colleagues which has helped to raise the profile of the Borough.

Was it viewed as successful?

- 3.4 The general view is that Halton and Halton's businesses "punch above their weight" and lead the export drive for the Liverpool City Region (businesses in Halton are more likely to serve markets outside the City Region than the other constituent authorities, including Liverpool CC).

Halton benefits as a slipstream of the "attack brand" of Liverpool as with international investment a high profile and recognisable branding gains optimum attention to the Borough.

We demonstrate a level of success with attracting investment and more so with the retention and expansion of indigenous businesses.

What has happened recently?

- 3.3 At the end of 2017, Liverpool City Region Combined Authority members agreed to review the function and interplay amongst the CA, Liverpool Vision, the LCR Local Enterprise Partnership and Merseytravel, with the object of eliminating duplication.
- 3.4 As part of this review feedback from the private sector suggested that LCR's investment landscape was confusing and fragmented, the Combined Authority agreed to undertake a review of its investment services offer. Its objective was both to identify areas of duplication and opportunities for improvement, under the label "One Front Door".
- 3.5 The review provided an opportunity for LCR to improve investor experience and work in partnership with key stakeholders to develop a collaborative service, potentially enhancing what is already provided.

Scope

- 3.6 The Investment services deliver activities to ensure successful inward investments with the aim of generating economic growth and wellbeing.

The review included:

- 3.7 Place marketing, i.e. the way a place presents itself to businesses and investors outside its own boundary; place marketing typically comprises attendance at conferences (like MIPIM), pro-active outreach (like engaging with business leaders in London) and presenting the place in a coherent way to stakeholders (like the Department for International Trade).

- 3.8 Inward investment services, i.e. the services a place offers to businesses and investors interested in committing to that place; this is an account management function, helping would-be investors understand the place, its networks and leaders, and the opportunities available.

Key requirements for an investor:

1. Good account management
 2. Provision of high-quality, relevant data
 3. Timely access to peers and senior decision makers
- 3.9 One conclusion of the One Front Door review was to introduce a one front door team and separate Board with 4 private sector and 4 non-private sector representatives. Terms of reference included as **Appendix 1**

Core Functions of one front door team

The Team is responsible for:

3.10 Place Marketing Management

- Develop LCR place based marketing strategy; ensure clear, consistent messaging, linking in with other strategies and policies, and commissioning activities to deliver on agreed objectives
- Administer a commissioning function that allows third parties to request financial and resource support for place marketing activities (whether marketing, events or evangelising)
- Report activity and performance, including for monitoring and evaluation

3.11 Inward investment services

- Operate as the natural starting point for inward investment inquiries
- Solicit and collate contributions from stakeholders to generate investment proposals
- Provide a platform for operational collaboration amongst local authorities and other stakeholders
- Manage the investor journey and/or hand over the relationship to local partners under agreed protocols
- Maintain a central database of activity and relationships
- Report activity and performance, including for monitoring and evaluation
- The One Front Door Board will have a delegated element of SIF (£10million) and the power to make decisions to support and

influence investments. Please see Appentix1 for terms of reference.

Halton Council Support

- 3.12 Each local authority (either directly or contracted out) will deliver a local complementary investment service to support the core function but this is not duplication, rather a more bespoke service should a site be preferred following the initial sift.
- 3.13 The business Improvement and Growth Team is supporting the development of the service and monitor and feedback any improvements.

4.0 POLICY IMPLICATIONS

There are no policy implications associated with this report.

5.0 FINANCIAL IMPLICATIONS

There are no financial implications associated with this report.

6.0 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES

6.1 Children and Young People in Halton

There are no implications associated with this report.

6.2 Employment, Learning and Skills in Halton

This work is providing intelligence to support the development of skill in Halton.

6.3 A Healthy Halton

There are no implications associated with this report.

6.4 A Safer Halton

There are no implications associated with this report.

6.5 Halton's Urban Renewal

The work will lead to improvement particularly with business premises and infrastructure.

7.0 RISK ANALYSIS

There are no implications associated with this report

8.0 EQUALITY AND DIVERSITY ISSUES

There are no equality or diversity issues.

9.0 LIST OF BACKGROUND PAPERS UNDER SECTION 100D OF THE LOCAL GOVERNMENT ACT 1972

None under the meaning of the Act.

Appendix 1

A. Draft Terms of Reference for One Front Door Investment Panel **RBA revised**

1. Purpose

The One Front Door Investment Panel has a guiding role in attracting and supporting inward investment across the LCR and consists of representatives from the public and private sector. This group will help support the strategic direction, oversee the performance of the One Front Door team and ensure alignment with other LCR priorities and strategies.

Its work will ensure:

- Transparency, added value and offer an excellent investor journey
- Active feedback from the investment community to improve continuously our capabilities and service offer
- Selection of the best talent and develop the resource to offer a gold standard service

2. Role

The role of the One Front Door Investment Panel is to:

- Support and align the strategic priorities and objectives for the One Front Door team to be approved by the CA
- Support the OFD lead in ensuring consistency of delivery of working practices and adherence to protocols and collaboration agreements across all partners
- Provide strategic and commercial insights to inform good practice
- Approve the place marketing commissioning framework; support the OFD lead with identified opportunities and activity for delivery
- Review and monitor performance of the OFD Team and provide scrutiny and challenge

3. Working Principles

- There is a shared commitment to the One Front Door delivery model and agreed working arrangement with key partner and stakeholders
- There is a shared commitment to developing a common model of integrated working for inward investment activities
- There is respect for others and relationships based on trust
- There is a shared commitment to ensuring that organisational boundaries are not a hindrance
- Due regard will be given to existing local structures/activities that are effective, and appropriate challenge given to those which do not provide best use of resources
- All decisions based on best available evidence

4. Membership

Panel members

1. TBC (CA Portfolio Holder)
2. Mark Bousfield - CA Director for Commercial Development & Investment
3. LA CEX on rotation
4. DIT – Martin Phelan – Northern Powerhouse Investment Team (it has been suggested that this is removed)
5. Private sector representatives up to 4

Reporting officers

6. Mark Basnett, LEP CEX (Service deliverer)
7. OFD Lead

5. Meeting Arrangements

- Bi Monthly for the mobilisation period of 6 months, reducing to quarterly thereafter
- Dates will be agreed at the beginning of the financial year

Chairperson

- To be nominated on formation

Papers

- The One Front Door Investment Panel agenda will be drafted by the One Front Door Lead in association with the Chair
- The Chairperson shall be responsible for agreeing meeting agendas
- The reporting officers to the One Front Door Investment Panel is the LEP CEX and One Front Door Lead

Attendance

- Members will make every reasonable effort to attend meetings

Secretariat Support

- LCRCA shall provide support to the Chairperson in setting dates for the meeting, preparing the agenda, and note taking

6. Private Sector Criteria for appointment

- Have global investment knowledge paired with some local understanding
- To have a position in the private sector that is nationally significant
- To have good understanding of the investor decision making process nationally and internationally
- To be able to manage any conflict of interest that may hamper or unduly give favourable treatment to decision making around investment
- To be able to provide energy, insight, direction and guidance to the OFD lead
- To be able to work in partnership across the private and public sectors