



Report to Cabinet

Subject: Sub-National review of economic development; Homes and Communities Agency Single Conversation; and related governance matters

Date: 3 June 2010

Author: Head of Strategy and Performance on behalf of Chief Executive

1. Purpose of the Report

- To summarise new arrangements now in place for sub regional governance of economic development , housing and regeneration issues in the light of the Sub-National Review (SNR); the creation of the Homes and Communities Agency (HCA); the abolition of the East Midlands Regional Assembly and changes in the role of the Greater Nottingham Partnership .

2. Background

The Local Democracy, Economic Development and Construction Act 2009 set out a legislative framework for strengthening economic development at regional and local level, providing reforms which aim to boost jobs and skills, support business and facilitate regeneration.

The Act builds upon the key principles of the previous Government's Sub-National Review of Economic Development and Regeneration (SNR), led by the Treasury. This set out proposals for local authorities to lead the promotion of economic development within their localities. The three key elements of SNR are:

- Integrating the Regional Economic Strategy and Regional Plan to align spatial planning with economic development
- Introducing a new statutory duty for local authorities to produce a local economic assessment

- Supporting collaboration by local authorities across recognisable economic areas

Through the SNR, government sought to bring together funding streams which previously consisted of separate allocations for economic, housing and regeneration issues.

Under arrangements in place prior to the SNR, funding for economic development was channelled from the East Midlands Development Agency (emda), through the sub regional economic partnership, the Greater Nottingham Partnership (GNP), to local authorities in the Greater Nottingham area. Funding for housing related development, such as that for newbuild, private sector housing funding, and disability grant funding, was allocated and came directly to Gedling. Allocations could be direct to the Borough Council or to Housing Associations developing in the Borough (sometimes after a bidding round) depending on the development being supported.

Implementation of the SNR, and of associated housing related developments, changes these arrangements.

With regard to economic development, emda Single Programme funding has been delegated to local government via the “upper tier” authorities (unitary and county councils) from April 2010. A new partnership, the Nottinghamshire Economic Development Partnership (NEDP), has been established to direct this funding

With regard to housing, the new arrangements put in place by the HCA introduce a new business process called the “Single Conversation”. This requires the development of a so-called “Local Investment Plan” (LIP) for the housing market area (which covers the City of Nottingham and the districts of Gedling, Broxtowe, Rushcliffe, Erewash and the southern part of Ashfield) and individual “local development agreements” (LIAs) with individual local authorities, which must be consistent with that plan.

Arrangements put in place to progress each of these are set out below.

3. The new arrangements

3.1 - Nottinghamshire Economic Development Partnership (NEDP) - The primary objectives of the NEDP are the delivery and implementation of existing devolved programme activity, most notably emda Single Programme and European Regional Development Fund (ERDF), and monitoring of key National Indicators relating to economic elements of the Nottinghamshire LAA.

The NEDP is part of the new governance arrangements for the Nottinghamshire Partnership (the LSP for Nottinghamshire) and will operate as its Economic Theme group. The NEDP incorporates member representation from the County Council and all district/borough councils (Councillor Bexon as portfolio holder attends on behalf of Gedling), as well as representatives from the private and third sector.

The Partnership is supported by an Executive Steering Group made up of relevant senior officers from the respective councils together with key private and third sector representatives.

The Board met for the first time on 5th March 2010.

3.2 - Economic Development Company (EDC) - Over the last 12 months, considerable work has been undertaken into the potential establishment of an “Economic Development Company” (EDC) that would operate across the city and county spearheading delivery activity specifically in the areas of physical regeneration, inward investment, sector development and place marketing. The EDC principle is not new and such a body “Prospect Leicestershire” is operational as part of the Leicestershire MAA (multi-area agreement).

Although support has been evident for an EDC, most notably from Nottingham City Council, the EDC concept has been weakened by a number of issues most notably the economic downturn, the cost of establishment at a time of public sector financial restraint, complexities relating to procurement and state aid and the political uncertainty surrounding the election.

As such the full EDC model is not now progressing. Instead, a more flexible Economic Development Coalition bringing together a number of existing agencies operational in the city and county – Nottingham Regeneration Limited, Nottingham Development Enterprise, Experience Nottinghamshire and the Inward Investment functions of both the City and County Councils - is taking shape. The “coalition” will provide economies of scale through co-location and joint working and will offer the delivery and policy expertise to support the new governance arrangements outlined above. The “coalition” will be established as a one year pilot in the first instance.

There are a number of benefits the new coalition can bring to Gedling through providing expertise in key areas that do not exist within the Council and would normally require the employment of consultants. For example, Nottingham Regeneration Limited (NRL - a public/private sector agency focusing on facilitating physical regeneration in the Greater Nottingham area for over a decade) will now be able to operate across the County and, in essence, provide free consultancy and project management expertise to local authorities. In Gedling, we have worked positively with NRL in Arnold and Netherfield.

3.3 – The Single Conversation – The Homes and Communities Agency (HCA) is the national housing and regeneration agency. It was formed in December 2008 by the merger of English Partnerships, the investment functions of the Housing Corporation and several other funding streams, with a total budget for the 2008-11 spending period of £17.8bn.

The HCA has announced that from April 2011, all its investment will be allocated through a process known as a Single Conversation, between it and a local authority or group of authorities. This process will identify what the priorities for the area are, how and where investment should be targeted, and how best use can be made of HCA funding by leveraging in other resources such as surplus public sector land, funding from other parts of the public sector or private sector investment.

The process is intended to: -

- bridge local ambition and national targets
- achieve local authorities' vision through a shared investment agreement
- agree and secure local delivery
- achieve positive outcomes for people and places.

As outlined above, in the East Midlands the HCA has decided to carry out the Single Conversation at a Housing Market Area (HMA) level, rather than with each local authority individually. Gedling is hence included in the Nottingham Core HMA, with the City of Nottingham, the boroughs of Broxtowe, Rushcliffe and Erewash, and the Hucknall part of Ashfield District. Nottinghamshire and Derbyshire County Councils, Greater Nottingham Growth Point and Government Office for the East Midlands are also represented on a newly established officer Steering Group to co-ordinate the process.

The Single Conversation will result in a single Local Investment Plan (LIP) for the HMA, which details the challenges facing the area and the priorities for investment (such as “regenerating town centres”, “unlocking development sites” or “providing affordable housing”). The LIP will set out long-term aspirations for the area over a 10 – 15 year timeframe, as well as a credible and deliverable programme of interventions over a 3 year period from April 2011 that will contribute to delivery of the long-term objectives. The long-term aspirations will be thematic in nature, and not place-specific. The short term objectives may be more spatial in nature.

It will also result in one Local Investment Agreement (LIA) for each local authority area, flowing from the LIP, to be signed between the HCA and each participating local authority. This will set out the interventions required to deliver the priorities in the LIP and commit both parties to working together to deliver them.

The LIA will not contain commitments to individual developments, unless they are of such a scale that they are considered to be strategic objectives in themselves. Rather, delivery partners such as housing associations will continue to bid for funding for developments in a similar way to the current system, but with the requirement that their development must contribute to delivery of the priorities in the LIP and LIA. So, for instance, the LIP and LIA will not specify every place where affordable housing is to be funded in the future, but so long as it identifies a need for a certain amount of affordable housing, housing associations will be able to bid for funding to build it. The LIA is likely to include the outputs and outcomes expected in the local authority area and, under the LIA, there will be individual contractually binding agreement for individual schemes.

The HCA convened the first meeting of a Single Conversation Steering Group in November 2009, and four further meetings have been held since that time. Agreements have been reached in respect of governance, the structure and format of the LIP and the means of progressing the work. The six local housing authorities involved have benefitted from the experience of pilot Single Conversations in other areas, including Manchester, Sheffield and the Peak District.

The vision and objectives of the LIP are to be drawn largely from the Aligned Core Strategies, as the authorities involved have already reached a consensus on this, supplemented by local objectives from each authority's Sustainable Community Strategy and Housing Strategy. All these have been the subject of extensive public and stakeholder consultation, and the Single Conversation will not repeat this.

All partners are committed to minimising additional governance arising from the new arrangements and to using existing mechanisms where possible. The Steering Group is the only new group established to progress the Single Conversation. Use is being made as far as possible of existing groups whose work supports and is complementary to the Single Conversation – for example, there is close working with the Joint Planning Advisory Board, which covers the same geographical area, through its work on the aligned Core Strategies.

Appendix A sets out the governance arrangements for the LIP. Collective endorsement is proposed to be delivered through member-level bodies established for economic development and through the Joint Planning Advisory Board. However, final agreement of the LIP and the relevant LIA will rest with each individual authority through its own governance arrangements. At Gedling, it is suggested that this should be a Cabinet decision.

The timetable for the production of the LIP is a challenging one. A timetable has been agreed for its production and is attached at **Appendix B**. The HCA requires compliance with the timetable in order that investment can be delivered into each local authority area from the beginning of the 2011/12 financial year.

In order to complete the writing of the LIP by the deadline required, the authorities have jointly employed one officer for six months to co-ordinate production of the LIP. Each authority has been asked to contribute £2,000 towards this – Gedling's contribution has been made from within agreed financial resources.

The potential significance of the Single Conversation for housing-related investment in Gedling cannot be underestimated. The HCA and its predecessor bodies have provided grants totalling £2.7m to fund 73 affordable housing properties in the Borough since 2008, and have committed £8m towards the redevelopment of the Gedling Colliery site through the National Coalfields Programme, which it manages. This has contributed to the development of Elizabeth House; additional affordable homes at Flatts Lane, Calverton; estate redevelopment and new affordable housing off Calverton Road in Arnold; and shared ownership homes at Chartwell Grange, Mapperley, amongst others. It has helped 25 households to buy new homes in the Borough who could otherwise not have afforded to through its contribution to the HomeBuy Direct scheme. Without this funding in future, it is difficult to see how this much needed investment for the Borough can be funded in future. The Council has therefore devoted time and resource to engagement in the process and is taking a leading role in the co-ordination of work across the Housing Market Area (in the same way that Broxtowe and Rushcliffe BCs have taken such roles with regard to joint planning and efficiency work respectively).

Nevertheless, it should also be acknowledged that the amount of funding available in future remains unknown – the HCA can give no indication of the funds likely to be available from 2011 onwards. They have, however, stressed the importance of exploring multiple funding streams for projects, including levered-in private sector funding, and have acknowledged that the funding likely to be available across the Housing Market Area is almost certain to be less than the £250 million (appx) secured over the previous 3 years.

3.4 - Nottingham & Nottinghamshire Joint Governance Arrangements -

In line with SNR, new governance arrangements are also required at the strategic level to cover the whole of Nottinghamshire including Nottingham City. For this purpose, the **Joint Leadership Board (JLB)** is being established with the first meeting due to take place in June 2010.

The Terms of Reference have now been finalised following discussion at Nottinghamshire Leaders Group on 5th March 2010. Its terms of reference are attached at **Appendix C**.

The JLB will be strategic in nature bringing together interests across the County with Nottingham City and developing strong linkages with both LSPs (The Nottinghamshire Partnership and One Nottinghamshire). Key elements of the

remits of the Board will be overseeing the development of the joint Economic Assessment and proposed Nottinghamshire Economic Strategy as well as ensuring key linkages are strengthened with the spatial and skills and employment agendas.

In recognition of the scale and complexity of economic issues facing the Greater Nottingham area, the **Core City Board (CCB)** has also been established to develop economic and investment strategies for the conurbation. In essence the CCB will be a subsidiary arrangement to the JLB and both Boards are therefore mutually interdependent. The Terms of Reference for the CCB are attached at **Appendix D**.

Gedling Borough Council will be represented on both Boards by the Leader of the Council.

To support both the member led Boards, the **Joint Strategy Group (JSG)** has been established. The JSG will include relevant senior officers with representatives from relevant bodies representing the private and third sector, the HE/FE sector and key delivery bodies involved in economic development across the county.

3.5 – Future arrangements – The arrangements outlined above are, of course, the result of a review implemented by the previous government. It is at present not clear whether the programme put forward by the new government will result in a change to these arrangements, though there are areas where the new government programme has the potential to lead to changes. The Council will therefore need to keep a careful watch on developments and act in response accordingly.

4. Resource Implications

Together and individually, all the arrangements above could have profound implications for future investment in the Borough. Officers have therefore considered it appropriate to seek and secure full engagement with the development of these processes in order to influence the way that they operate in future and in turn to ensure that the Borough's interests are given due consideration.

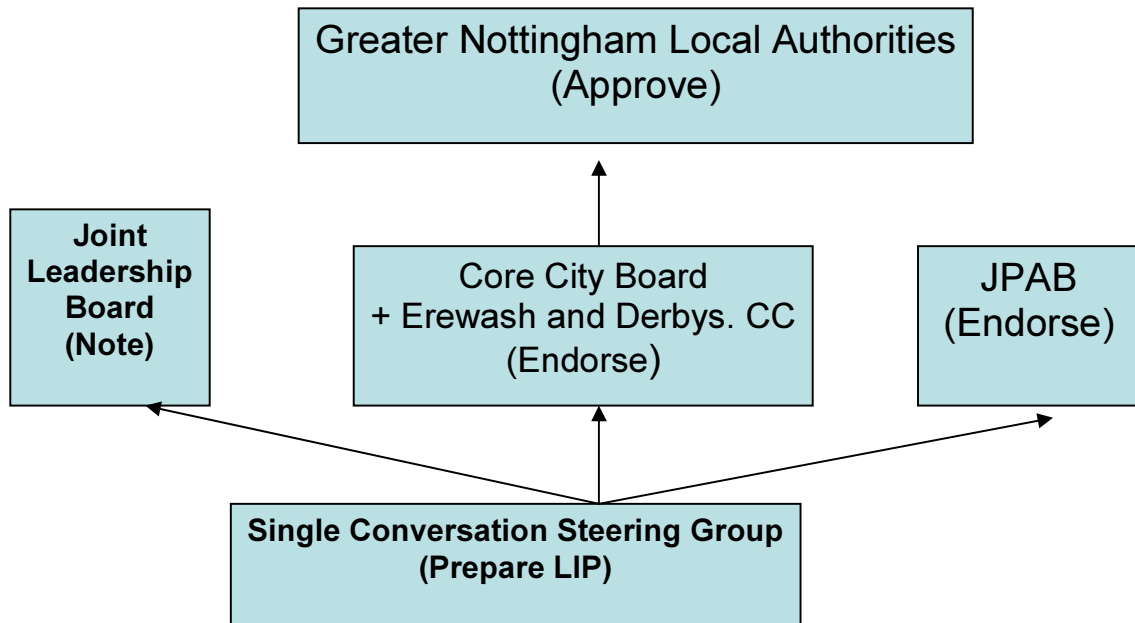
In terms of specific resource implications, funding for the development of the Local Investment Plan is referred to above and has been accommodated from with agreed resources.

5. Recommendation

Members are recommended to note the report.

Appendix A

Local Investment Plan Governance



Notes

Joint Planning Advisory Board Purpose – Advisory Board for Growth Point and the alignment of Core Strategies across the Greater Nottingham Housing Market Area. Membership includes the councils of Ashfield, Broxtowe, Erewash, Gedling, Nottingham City, Rushcliffe and Derbyshire and Nottinghamshire County Councils.

Joint Leadership Board Purpose - the promotion and improvement of the economic well-being of Nottingham and Nottinghamshire, its people and businesses. Membership to include Nottinghamshire County Council, Nottingham City Council, District Councils in Nottinghamshire and representatives of private, HE, FE and third sectors and emda.

Core City Board Purpose - to develop economic strategy and investment programmes at a Core City area. Membership to include districts of Ashfield, Broxtowe, Gedling, Rushcliffe and Nottingham City, representatives of private, HE/FE and third sectors and emda. Formal agreement for invitation of Erewash and Derbys CC to appropriate agenda items to be sought once Board is formally convened (June 2010).

Appendix C

NOTTINGHAM AND NOTTINGHAMSHIRE JOINT GOVERNANCE ARRANGEMENTS

Terms of Reference for Governance Arrangements for

Joint Economic Development Working in

Nottingham and Nottinghamshire

Joint Leadership Board

Key partners working together at a strategic level to achieve the promotion or improvement of the economic well-being of Nottingham and Nottinghamshire, its people and businesses

Remit:

- to develop the vision and strategic priorities for the wider economic development agenda for Nottingham and Nottinghamshire, and agree a plan of action for achieving this vision
- to hold, monitor and review the economic development strategy for the sub region
- to develop and agree current and new areas of joint working between the City, County and District Councils and all key partners on economic development
- to streamline and improve the overall efficiency of economic development activity, focusing on issues and services that cut across thematic, geographical and organisational boundaries
- to share information and best practice in the planning and delivery of services
- to strengthen linkages with existing structures and to foster relationships with those which are emerging, in particular:
 - between economic development and spatial agendas (e.g. transport, housing and Local Development Frameworks)
 - between economic development and employment and skills agendas (e.g. linking economic considerations such as likely growth sectors and planned economic development and regeneration activity to efforts to raise the skills levels of individuals)

to meet current/future needs of existing employers and to develop a skills base for new businesses looking to locate in the area)

- to commission and approve strategic plans for Nottingham and Nottinghamshire as required by national government, other agencies or as the partners deem necessary to provide a strategic basis for delivery of economic development services. These will include a Joint Economic Assessment of City and County areas which will inform the development of joint Economic Strategies
- to take an oversight of the planning and alignment of delivery in order to achieve more effective and efficient commissioning and ultimately better outcomes
- in order to deliver the above, to prioritise and approve, for recommendation to the accountable bodies, investment strategies for joint submission to funding bodies, including the joint Sub Regional Investment Plan (SRIP)
- to hold to account relevant bodies which impact on the economic well-being of Nottingham and Nottinghamshire
- to interface with Government, regional and sub-regional bodies and partner organisations to maximise benefits to Nottingham and Nottinghamshire and to respond to consultation documents from central government and partner organizations

In order to achieve the above, the City and County Councils as Accountable Bodies for delegated emda funding will need to consider the advice received from the Leadership Board alongside their respective Local Strategic Partnerships.

Relationships/Links with Other Partnership Bodies

The Joint Leadership Board will maintain effective working relationships and strong linkages with both Local Strategic Partnerships (LSP) for Nottingham and Nottinghamshire. These are the Nottinghamshire Partnership and ONE Nottingham, their Theme Partnerships and those partnerships operating across Nottinghamshire on areas of mutual interdependence. This will include supporting the delivery of the Sustainable Community Strategies and Local Area Agreements, together with Local Development Frameworks, Local Transport Plans and Homes and Communities Agency (HCA) Single Conversations.

The LSP's are charged with specific duties that will be of interest to the Joint Leadership Board, such as oversight of the preparation of the Economic Assessment. The Board and respective LSP's will need to come to an arrangement on how matters of such detail are to be progressed to avoid duplication and confusion amongst other partners. In broad terms, the Joint Leadership Board will have oversight on matters of policy and strategy whilst the LSP's will focus on implementation and delivery (including the detailed commissioning and endorsement of projects).

The City and County Councils as Accountable Bodies for delegated funding will consider advice received from the Joint Leadership Board alongside their respective Local Strategic Partnerships.

Membership

A balance needs to be struck between effectiveness and inclusivity. Members to be:-

- The Leaders of the City, County and District Councils
- A representative from *emda* Board
- Chair of the Nottinghamshire Employment and Skills Board
- Private Sector as represented by:
 - Chair, NRL
 - Chair, NDE
 - Chair, Experience Nottinghamshire
 - Chair, Nottinghamshire Economic Development Partnership
- Two senior members each from:-
 - The third sector
 - The HE and FE sector
- Senior representatives from GOEM and HCA will have observer status

Other individuals may be invited to attend all or part of any meeting at the request of the Chair on behalf of the Board to provide advice and assistance where necessary

Membership of the Board will be reviewed annually to ensure that all interests are adequately represented and that good practice on engagement and involvement is being followed

Members of the Board will have regard to the Ten General Principles of Public Life as set out in Annex 1 when acting in their role as members of the Board.

Decision Making

The principle of decision making by the Board shall be that agreement will be reached by consensus.

Conflicts Of Interest

Local Authority Members are bound by a Code of Conduct which includes requirements to make declarations of personal or prejudicial interest and obligations relating to their conduct. Non Councillor members of the Board will be asked to abide by the same Code of Conduct.

Deputies

All members of the Board will be expected to have considerable familiarity with economic development and related agendas, to carry the appropriate authorisation of the organisation they are representing and to prioritise their attendance at Board Meetings. Where Board members are unable to attend a meeting, the attendance of a deputy is allowable. However, to ensure consistency members should ensure that any deputies are suitably accountable, qualified and briefed.

Quorum

Two-thirds of members (or their nominated deputies) must be present in order for the meeting to be considered quorate.

Delegation of Powers

The Chair and the Vice Chair (sitting as a sub-committee) may have decision making powers delegated to them by the Board.

Advisory Groups

The Board may establish appropriate Advisory Groups as needed to enable it to effectively execute its responsibilities, and may delegate tasks to these Advisory

Groups. Advisory Groups will be required to report to the Board, and their membership and terms of reference will be agreed by the Board.

Frequency

The Joint Leadership Board would be expected to meet no less than quarterly in the first year of operation, to be reviewed thereafter

Chair

In the first instance, the Chair would be the Leader of Nottinghamshire County Council. Responsibilities of the chair will involve:-

- Scheduling meetings and notifying members
- Inviting specialists to attend the meetings when required by the Board
- Guiding board meetings according to the agenda and time available
- Building consensus to the decision making process
- Ensuring that all partners have equal opportunity to express the views of their organisation or area of interest and that those views are given due consideration
- Facilitating change and addressing conflict
- Ensuring all discussion items end with a decision, action or definite outcome
- Reviewing/Approving draft minutes before distribution

In the absence of the Chair, the Vice-Chair will chair the meeting

Vice Chair

The vice chair will be the Leader of Nottingham City Council

Member Responsibilities

- Being empowered to represent the views of the partner they represent, and as far as possible being able to commit that partner
- Ensuring that the Board has a clear vision and strategic direction, and focusing on achieving these
- Taking an active part in proceedings, acting with integrity to ensure fairness, transparency and inclusivity
- Consulting within their organisation, and others where appropriate, to gain a range of views to inform discussion
- Reporting any decisions, actions and proposals to their organisation
- Considering impact of activity on community and environment
- Fostering business relationships with a wide range of partners

Support Arrangements

Initially, secretariat will be provided by Nottinghamshire County Council

Review Arrangements

The Terms of Reference for the Joint Leaders Board, Core City Board and Joint Strategy Group will be reviewed at the end of their first year.

Appendix D

Terms of Reference for Governance Arrangements for Joint Economic Development Working in Nottingham and Nottinghamshire Core City Board

The scale and complexity of Core City area (Nottingham, Broxtowe, Gedling, Rushcliffe and Hucknall in Ashfield) working requires the need for a joint body to develop Economic Strategy and Investment Programmes at the Core City area, to feed into the overall vision and strategic priorities for the wider economic development agenda for Nottingham and Nottinghamshire as agreed by the Joint Leadership Board. The Joint Leadership Board and the Core City Board are mutually interdependent.

Remit

- to develop the vision and strategic priorities for economic development for Nottingham Core City area based on the overarching strategy and priorities agreed by the Joint Leadership Board
- to commission the Core City chapter of joint Economic Strategy from the Joint Strategy Group
- to develop and propose Core City Investment Programmes for submission to the funding bodies, including the joint Sub Regional Investment Plan (SRIP)
- to promote joint working between the City and County and all Partners within the Core City context
- to identify priorities for co-ordinated action with all key partners from the Public, Private, Voluntary and Community sectors
- to streamline and improve the overall efficiency of economic development activity, focusing on issues and services that cut across thematic and organisational boundaries

- to share information and best practice in the planning and delivery of services
- to strengthen linkages with existing structures and to foster relationships with those which are emerging, in particular:
 - between economic development and spatial agendas
 - between economic development and skills agendas
- to hold to account relevant bodies which impact on the economic well-being of the Core City area
- to agree commissioning arrangements for the delivery of agreed activities and interventions and ensuing accountability against what has been commissioned

- monitor and review progress against the priorities agreed

Relationships/Links with Other Partnership Bodies

The Core City Board will maintain effective working relationships and strong linkages with One Nottingham (Nottingham's Local Strategic Partnership), its Theme Partnerships and those partnerships operating across Greater Nottingham e.g.: Greater Nottingham Transport Partnership, Joint Planning Advisory Board, on areas of mutual interdependence. This will include supporting the delivery of Nottingham's Sustainable Community Strategy, Local Area Agreement, Local Development Framework, Local Transport Plan and in relation to the HCA Single Conversation.

Membership

- The Leaders of Nottingham City, Nottinghamshire County and Broxtowe, Gedling, Rushcliffe and Ashfield District Councils
- Senior Executive Team representative from *emda*
- Private sector chairs of the Nottinghamshire Employment and Skills Board, NRL, EDC and Experience Nottinghamshire
- 1 member from the Third Sector
- 1 HE and 1 FE senior representative
- Chair, Working Nottingham Partnership
- Senior representatives from GOEM and HCA will have observer status

- Other individuals may be invited to attend all or part of any meeting at the request of the Chair on behalf of the Board to provide advice and assistance where necessary
- Membership of the Board will be reviewed annually to ensure that all interests are adequately represented and that good practice on engagement and involvement is being followed

Members of the Board will have regard to the Ten General Principles of Public Life as set out in Annex 1 when acting in their role as members of the Board.

Decision Making

The principle of decision making by the Board shall be that agreement will be reached by consensus.

Conflicts Of Interest

Local Authority Members are bound by a Code of Conduct which includes requirements to make declarations of personal or prejudicial interest and obligations relating to their conduct. Non Councillor members of the Board will be asked to abide by the same Code of Conduct.

Deputies

All members of the Board will be expected to have considerable familiarity with economic development and related agendas, to carry the appropriate authorisation of the organisation they are representing and to prioritise their attendance at Board Meetings. Where Board members are unable to attend a meeting, the attendance of a deputy is allowable. However, to ensure consistency members should ensure that any deputies are suitably accountable, qualified and briefed.

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Advisory Groups

The Board may establish appropriate Advisory Groups as needed to enable it to effectively execute its responsibilities, and may delegate tasks to these Advisory Groups. Advisory Groups will be required to report to the Board, and their membership and terms of reference will be agreed by the Board.

Frequency

The Joint Core City Board would be expected to meet at least quarterly in the first year of operation, to be reviewed thereafter

Chair

In the first instance, the Chair would be the Leader of Nottingham City Council. Responsibilities of the chair will involve:-

- Scheduling meetings and notifying members
- Inviting specialists to attend the meetings when required by the Board
- Guiding board meetings according to the agenda and time available
- Building consensus to the decision making process
- Ensuring that all partners have equal opportunity to express the views of their organisation or area of interest and that those views are given due consideration
- Facilitating change and addressing conflict
- Ensuring all discussion items end with a decision, action or definite outcome, and
- Reviewing/Approving draft minutes before distribution

In the absence of the Chair, the Vice-Chair will chair the meeting

Vice Chair

The Vice Chair will be the Leader of Nottinghamshire County Council.

Member Responsibilities

- Being empowered to represent the views of the partner they represent, and as far as possible being able to commit that partner

- Ensuring that the Board has a clear vision and strategic direction, and focusing on achieving these
- Taking an active part in proceedings, acting with integrity to ensure fairness, transparency and inclusivity
- Consulting within their organisation, and others where appropriate, to gain a range of views to inform discussion
- Reporting any decisions, actions and proposals to their organisation
- Considering impact of activity on community and environment
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