

Greater Manchester Local Enterprise Partnership: Delivery Plan May 2019 to March 2020

1. Overview and Strategic Objectives

- 1.1. This Annual Delivery Plan sets out the key activities planned for the Greater Manchester (GM) Local Enterprise Partnership (LEP) in the period April 2019 to March 2020.
- 1.2. The Annual Delivery Plan sits alongside a number of other Greater Manchester documents that collectively provide a comprehensive framework for strategy development, project delivery, and performance management. These include:
 - the Greater Manchester Strategy and Implementation Plan;
 - the Greater Manchester Local Industrial Strategy and Implementation Plan (forthcoming); and
 - the Greater Manchester Single Pot Assurance Framework.
- 1.3. Greater Manchester has a unique partnership model of the GM Local Enterprise Partnership and the GM Combined Authority (GMCA) providing collective leadership through a shared vision and set of priorities for the city region, as set out in the Greater Manchester Strategy.
- 1.4. The LEP has a particular focus on Greater Manchester Strategy priorities 3 and 4 – creating good jobs with opportunities for people to progress and develop and developing a thriving and productive economy in all parts of Greater Manchester – as the areas where then LEP Board can use their private sector insight and experience to add most value in driving delivery.
- 1.5. The draft Greater Manchester Local Industrial Strategy, developed in 2018/19 in collaboration with Government, sets out a new framework and set of actions for how these priorities will be achieved. A key role for the LEP in 2019/20 will be to drive forward delivery in these areas. This will mean capitalising on the city-region's unique assets and opportunities by:
 - establishing Greater Manchester as a global leader on health and care innovation, creating new industries and jobs, and improving population health and extending healthy life expectancy;
 - positioning Greater Manchester as a world leading region for innovative firms to experiment with, develop and adopt advanced materials in manufacturing;
 - building on Greater Manchester's position as a leading European digital city region, to maximise growing assets in cyber security, enable the digitalisation of all sectors and capitalise on the links between digital and creative industries that feed internationally-significant clusters in broadcasting, content creation and media;
 - launching the UK's first city-region Clean Growth Mission to achieve carbon neutral living in Greater Manchester by 2038.

- 1.6. It will also mean strengthening the foundations of productivity in the city-region to ensure that growth benefits all people and places:
 - **People:** working in partnership with Government to explore areas to connect national and local policies for the post-16 skills and work system in the city-region.
 - **Infrastructure:** developing a long term infrastructure plan for the city-region and developing options for sustainable, long-term investment to fund this plan.
 - **Ideas:** maximise investments in innovation assets in the conurbation and ensuring that long-term sustainable funding is in place to drive applied R&D. Encouraging innovation adoption by Greater Manchester firms.
 - **Business environment:** supporting businesses to improve productivity in frontier and foundational sectors, including through improved leadership and management.
 - **Place:** addressing barriers to participating in employment and accessing opportunities across the city-region, linked to the redesign of public services around the Greater Manchester model of unified public services.

- 1.7. It is expected that the GM Local Industrial Strategy will be published in May 2019. It will be accompanied by an Implementation Plan which will be published later in 2019.

- 1.8. This document is structured as follows:
 - **Strategic activity:** outlines the key activities the GM LEP will lead on to drive the strategic development of Greater Manchester forward.
 - **Local Growth Fund (LGF):** outlines key milestones for LGF projects between April 2019 and March 2020.
 - **Other funding and growth programmes:** outlines key milestones for wider growth programmes between April 2019 and March 2020.
 - **Ways of working:** outlines how the GM LEP will operate and develop as a Strategic Board in 2019/20.

2. Strategic Activity

- 2.1. Greater Manchester has a unique partnership model of the GM LEP and the GM Combined Authority providing collective leadership through a shared vision and set of priorities for the city region as set out in the Greater Manchester Strategy.
- 2.2. The Greater Manchester Strategy is accompanied by a clear Implementation Plan, which sets out actions and milestones up to 2020 to deliver the city region’s ambitions. Performance against the milestones and progress towards the 2020 targets will be reported on a six monthly basis to the LEP Board.
- 2.3. In 2018/19 Greater Manchester was a trailblazer area working with Government to develop one of the first local industrial strategies in England. This will be a joint Greater Manchester-Government document, aligned to the Greater Manchester Strategy and the national Industrial Strategy, which will set out the opportunities and challenges to raise productivity and prosperity in the city region. The LEP Board will play a central role in overseeing the implementation of the GM local industrial strategy.
- 2.4. The GM LEP also plays a key role in identifying opportunities for collaboration with neighbouring areas. The city-region is committed to supporting pan-Northern initiatives such as the NP11 (where the Chair leads on Trade and Investment activity across the North) and the Convention of the North. The GM LEP is expected to play a key role in the refresh of Government’s Northern Powerhouse Strategy when this is undertaken in 2019. The GM LEP will also continue to play a leading role in the national Council of LEP Chairs and the LEP Network.
- 2.5. The LEP also has a central role in providing thought-leadership and challenge to support the on-going development of the GM strategic agenda. The GM Foresight Group will meet regularly to provide a longer-term perspective on the challenges and opportunities that GM is seeking to address in its local industrial strategy. The LEP will also input to the GM submission to the 2019 national Spending Review, which will shape the future direction of devolution in the city-region.

Action	Expected completion date
6 monthly update on progress with the implementation of the Greater Manchester Strategy	May 2019 September 2019
Local Industrial Strategy agreed with Government and launched	May 2019
Local Industrial Strategy implementation plan agreed with Government	September 2019
Contribution to the refresh of the Northern Powerhouse Strategy	TBC (date not yet announced)
LEP Foresight Group meetings held, focused on key GM industrial strategy themes	November 2019 Future dates TBC
Input to the development of the GM submission to the national Spending Review	September 2019

3. Local Growth Fund (LGF)

3.1. This section outlines the current LGF programme in Greater Manchester and individual project's status as of May 2019.

Theme	Project	Total Project cost (inc RGF and other public/private funding)	2019/20 Status	Industry/curriculum focus	Project description
Skills capital	Mantra	£1,069,592	Complete	Logistics	Logistics centre focusing on the rapidly growing industry of customer returns.
	MGC	£90,076	Complete	N/A	16-18 NEET provision. Functional skills
	Tameside College	£996,000	Complete	Engineering	Advanced manufacturing equipment.
	Tameside MBC	£18,255,000	Complete	Service Industry	This campus will focus on the service industry, including business, beauty, and catering.
	Salford College	£3,988,183	Complete	Digital and creative	FutureSkills@MediaCityUK. Broadcasting, finance, management of creative and digital curriculum.
	Stockport & Trafford College	£23,326,154	In Delivery	Business, construction, health, creative, tourism	Mixture of refurb and new build to improve the campus estate condition. Resulting in a highly specialised curriculum at level 4+
	Bolton College	£30,000,000	In Delivery	Medicine and Healthcare	Joint project with Bolton Council, NHS and Bolton University to transform the curriculum offer at higher levels within this sector.
	Wigan & Leigh College	£1,810,000	In Delivery	Engineering and Construction	Construction and remodelling works to create a better replica of modern working environments and rationalise the space
	Wigan & Leigh College	£805,000	In Delivery	Retail, health, digital	Rationalise all Leigh activities onto one campus specialising in T levels and L4+ qualifications
	LTE group	£139,000,000	In Delivery	Creative and Digital	Centre of excellence in creative and digital in city centre. Refurbish Harpurhey and Wythenshawe sites.
	Tameside College	£9,907,360	In Delivery	Construction	Specialist providing of carpentry & joinery, electrical, plumbing, brick and trowel trades, including at higher levels.

	Bury College	TBC	Pending approval	Science, Technology, Engineering & Maths	Build a new Health Innovation STEM Centre to support the delivery of additional / new Health, Science, and related Technologies activity.
	Oldham College	TBC	Pending approval	Construction	Create new state of the art Construction training centre and reconfiguration of existing buildings for alternative teaching accommodation
	Skills Capital Round 3	TBC	Pending approval	TBC	Final round of Skills Capital applications will be invited in 19/20.
Economic development and regeneration	Graphene Engineering Innovation Centre	£10,000,000	Complete	Science	Equipment for the GEIC, an innovation centre designed to work in collaboration with industry
	Business Support – digital capital	£1,000,000	Complete	Digital	Digital transformation project to allow the Business Growth Hub to use technologies to enhance its service delivery to SMEs.
	School of Design and Arts (SODA)	£35,000,000	In Delivery	Creative and Digital	The facility will incorporate specialist and flexible production studios and labs, a cinema, a business incubation hub and staff offices
	Cyber Innovation Centre	£10,000,000	In Delivery	Digital	The cyber innovation centre will host start-ups and a hub of security organisations including GMP and the cyber foundry programme.
	Productivity and Inclusive Growth programme	£35,000,000	In Delivery	Business Growth	An integrated business support offer led by the Business Growth Hub to deliver sustainable and inclusive growth across the city-region.
	Life Sciences Fund	£31,000,000	In Delivery	Science	Venture capital for businesses located in the region and operating in the life sciences sector.
	Pankhurst Centre	£15,000,000	Pending approval	Health	Creation of a centre focused on capitalising on GM's health and advanced materials strengths.
Transport	CCTS MSIRR Gt Ancoats Street	£10,000,000	In Delivery	N/A	To facilitate development and reduce congestion around the eastern section of the Regional Centre's Inner Relief Route.
	CCTS MSIRR Regent Road	£15,000,000	In Delivery	N/A	Major re-configuration at the western gateway to the Regional Centre.
	South Heywood Area Wide	£25,561,433	In Delivery	N/A	A new link road from M62 J19 to unlock access to existing and planned strategic sites.
	Wigan Gateway	£22,310,000	In Delivery	N/A	Strategic link providing a connection from M6

A49				J25 to Wigan Town Centre and strategic sites
Wigan Gateway M58	£19,209,354	In Delivery	N/A	A link from J26 of the M6 into west Wigan and Wigan town centre from the M58
Salford Central stations	£20,500,000	In Delivery	N/A	Improved passenger facilities and additional platforms
Wigan Gateway Hub	£15,720,000	Complete	N/A	A significant enhancement of the bus station.
Ashton Town Centre Interchange	£33,138,500	In Delivery	N/A	Development of a new interchange facility within Ashton Town Centre.
Stockport Interchange	£41,814,000	In Delivery	N/A	Development of a new interchange facility to improve integration with the town centre and rail station.
Bolton Salford Quality Bus	£39,665,000	In Delivery	N/A	A comprehensive package of bus priority measure.
Metrolink Improvement	£44,375,000	Complete	N/A	Fleet and infrastructure enhancements to support economic and travel demand growth.
Bolton Minors	£1,845,000	In Delivery	N/A	Links to improve access from residential areas to town centres and other local destinations
Bury Minors	£3,675,000	In Delivery	N/A	Works at highway junction bottlenecks and improvements to pedestrian pathways.
Manchester Minors	£9,840,000	In Delivery	N/A	Improvements to pedestrian routes / desire lines; making cycling safer and more attractive.
Oldham Minors	£9,120,000	In Delivery	N/A	Pedestrian crossings; cycle links; access to parking; highway improvements.
Rochdale Minors	£1,450,000	In Delivery	N/A	Highway and public realm measures to assist pedestrians and improve environment.
Salford Minors	£7,826,274	In Delivery	N/A	Junction pinch point improvements combined with pedestrian and public realm benefits.
Stockport Minors	£1,284,185	In Delivery	N/A	Highway improvements for traffic in town centres and pedestrian and cycle links.
Tameside Minors	£3,614,000	In Delivery	N/A	Congestion pinch points to town centre. Highway/rail access improvements, cycle links
Trafford Minors	£8,405,000	Complete	N/A	Traffic and public realm improvements; improved cycle routes.

Wigan Minors	£3,770,000	In Delivery	N/A	Pedestrian route improvements. Environmental and traffic calming improvements. Cycle links
Cycle & Ride Station	£800,000	In Delivery	N/A	Measures to increase cycling.
Bus, Rail, Metro Improvements	£4,000,000	Complete	N/A	Improve minor local access and signage improvements at Metrolink stops to provide better integration with local access routes
Bus, Metro Improvements	£4,900,000	In Delivery	N/A	Passenger information displays improved at bus stations.
Multi Modal Ticketing	£4,700,000	In Delivery	N/A	To improve the functionality of TfGM's journey planner.
M60 / Western Gateway Enhancement & A572 Leigh Rd Improvement	£6,587,000	In Delivery	N/A	New junction creating access to Royal Horticultural Society site and improving motorway access to improve capacity
A5063 Trafford Rd Improvement	£15,000,000	In Delivery	N/A	Junction improvements to improve capacity
Stockport Town Centre Structure Improvement	£6,194,000	In Delivery	N/A	Structure improvements benefiting public access to shopping centre
M6/M58 Interchange	£4,400,000	In Delivery	N/A	Strategic highway connection to motorway network.
Carrington relief Road	£9,700,000	In Delivery	N/A	New road opening up development site
Rail station enhancement, Bus access & KRN Enhancement	£10,000,000	In Delivery	N/A	Improving facilities, creating better environments and improving capacity at junctions
Northern Gateway Regeneration	£3,000,000	In Delivery	N/A	New highway connection, supporting development site
Oldham Town Centre Regeneration & Connectivity	£10,023,414	In Delivery	N/A	Town centre highway and urban realm improvements

- 3.2. In line with the revised Single Pot Assurance Framework, additional projects will come forward during the year and be appraised/approved by the LEP Board and GMCA. Over the programme lifetime, the £493.5m GM LGF programme is expected to leverage £210m in match funding and deliver 6,250 job outcomes. Updates on progress will be provided to the GM LEP Board on a six-monthly basis.
- 3.3. 2019/20 non transport projects are forecasting to spend £33m of LGF spend and leverage £67m of match funding. Delivery highlights for 2019/20 are expected to include:
- Productivity Programme – implemented and delivering summer 2019, we will begin to see outputs and growth delivered from this investment with over 400 businesses assisted in the first year of delivery.
 - Skills Capital – final round 2 project (Oldham College) taken through governance totalling 13 projects across GM in delivery or completed. Round 3 applications will be invited. 6 projects in delivery are expected to break ground and make considerable progress within 19/20.
 - School of Digital Arts (SODA) – Breaking ground Autumn 2019.
 - Cyber Innovation centre – project to commence late 2019
 - Pankhurst – confirmation of project due early Summer 2019.
- 3.4. 2019/20 transport projects are forecasting to spend £88.0m of LGF spend and leverage £23.9m of match funding. Delivery highlights for 2019/20 are expected to include:
- CCTS MSIRR Regent Road – scheme completion
 - Stockport Interchange – completion of the advance bridge and highways package
 - Wigan Gateway A49 – the scheme is on site and will be nearing completion
 - Ashton Interchange – the scheme is on site and will be nearing completion
 - CCTS MSIRR Great Ancoats Street – start on site
 - Oldham Town Centre Regeneration & Connectivity – start on site
 - Bolton Salford Quality Bus – start on site for the Pendleton and A666 packages and completion of the bus stop and shelter upgrades in Salford.
 - South Heywood Area Wide – start on site of the advance works package
 - A5063 Trafford Rd Improvement – start on site of the advance works package
 - Rail station enhancement, Bus access & KRN – Completion of 90+ junction upgrades to SCOOT and MOVA on the KRN and start on site of the bus stop accessibility programme.
- 3.5. The approach to monitoring and evaluating the GM LGF programme is set out in the GM Single Pot Assurance Framework.

4. Other funding and growth programmes

- 4.1. The GM LEP oversees a wide range of economic development and growth programmes, including those relating to previous city deals, growth deals and devolution deals. The monitoring arrangements for these will be rolled into the GM Local Industrial Strategy Implementation Plan to ensure that the LEP Board retains oversight and scrutiny of the agreed actions.
- 4.2. In addition to LGF funding, the Board oversees funding that originated from Greater Manchester's Regional Growth Fund (RGF) and Growing Places Fund programmes. Both programmes were successfully completed with Funds being lent/invested to create a recycling pot of funding.
- 4.3. The Funds total £83m and the LEP approved an updated investment strategy in 2018/19 to focus investment on those sectors that are critical to the delivery of the Local Industrial Strategy, namely:
 - Digital and Creative
 - Life Sciences
 - Advanced Manufacturing
 - Low Carbon
- 4.4. To date the Funds have created/safeguarded over 7,000 jobs and the ambition is to continue to support job creation whilst using the funds to support the expansion of the key sectors.
- 4.5. Greater Manchester has two Enterprise Zones – Airport City and the Oxford Road Corridor – which are overseen by the LEP Board. An annual update will be provided to the LEP Board on performance of the Enterprise Zones in terms of business attraction and growth.
- 4.6. The Growth Company – which includes the GM Business Growth Hub, MIDAS, and Marketing Manchester – is a key delivery partner for the GM LEP. In addition to its formal Board its Business Plan is approved by the LEP and CA and progress on its work is reported regularly to the GM LEP. Regular updates on performance are brought to the Board and the Board is asked to endorse its business plan each year.
- 4.7. The Board has an allocation of £500,000 from Government to support the development of strategic growth initiatives in the city region. In 2019/20, this funding has been allocated as follows:
 - GMCA: Research, Policy and Strategy Development - £250k
 - Marketing Manchester: Content Curation - £95k
 - Marketing Manchester: Communications, PR and Digital - £50k
 - GMCA: LEP Membership Review – £20k
 - GMCA: Delivery of LEP Foresighting Group - £5k
 - Contribution to the LEP Network - £6k
 - LEP contingency for ad hoc activity including expenses - £5k
- 4.8. The Board agreed at the November 2018 meeting to allocate the remainder in support of the implementation of the priorities of the Local Industrial Strategy.

Proposals for this spend will be brought to the LEP Board later in the year once the Local Industrial Strategy has been published, and priority actions between Government and GM are clear.

5. Ways of working

- 5.1. The GM LEP sits at the heart of Greater Manchester's governance system providing strategic oversight and challenge. It has strong linkages and interdependencies to a wide range of other boards, groups and organisations.
- 5.2. Effective implementation of the GM Local Industrial Strategy will require a strengthening of the relationships between the LEP Board and the thematic boards/groups that will be responsible for leading on the development and delivery of specific Local Industrial Strategy policy areas. In 2019/20 a review of thematic boards/groups will be undertaken to ensure that structures and membership are appropriate in light of the GM Local Industrial Strategy.
- 5.3. The forward plan for the GM LEP agenda will also be aligned to the priorities set out in the Local Industrial Strategy, so that progress on each area is regularly reported to the full Board for oversight and challenge. A draft forward plan detailing key topics to be covered is set out below. Note that the dates of items are subject to change, as it is expected that the GM LEP Board will identify its own priorities through the year based on deep dives into performance, and based on the availability of speakers.

Meeting date	Items to be discussed
May 2019	LEP Annual Delivery Plan GM Spending Review Submission GM Local Industrial Strategy GM Spatial Framework
July 2019	Thematic discussion: People GM Local Industrial Strategy Implementation Plan
September 2019 (AGM)	Thematic discussion: Advanced materials and manufacturing Thematic discussion: Infrastructure GM Strategy Implementation Plan LGF 6 monthly update
November 2019	Thematic discussion: Digital, creative and media Thematic discussion: Ideas / innovation Airport City Enterprise Zone update
January 2020	Thematic discussion: Health Innovation Thematic discussion: Business Environment Oxford Road Corridor Enterprise Zone update
March 2020	Thematic discussion: Clean Growth Thematic discussion: Place GM Strategy Implementation Plan Growth Company Business Plan LGF 6 monthly update

- 5.4. Improving communications is also a critical requirement for 2019/20, both to ensure that Board members are fully up to date and engaged with the work of all members of the GM LEP (particularly as they work with other GM Boards and groups on Local Industrial Strategy implementation) and to ensure that the

work of the GM LEP is being effectively communicated to external audiences, particularly GM businesses.

Action	Expected completion date
Review of GM governance structures and membership in light of the GM local industrial strategy completed	July 2019
Monthly newsletter circulated to Board members	On-going
GM LEP Communications Plan developed	September 2019