

## Greater Manchester Local Enterprise Partnership

### Draft Delivery Plan April 2020 to March 2021

#### 1. INTRODUCTION

- 1.1. The Greater Manchester Local Enterprise Partnership (GM LEP) sits at the heart of the city region's governance arrangements, ensuring that business leaders are empowered to set the strategic course, determine local economic priorities and drive growth and job creation across Greater Manchester.
- 1.2. It is a private-sector led, voluntary partnership whose core function is to provide strategic leadership to deliver the region's growth ambitions alongside the GMCA and partners.
- 1.3. This approach is underpinned by joint ownership of the Greater Manchester Strategy 'Our People, Our Place', which represents a long term blueprint for the future of all the people of Greater Manchester and how we can work together to achieve a better future.
- 1.4. Together, GM LEP and the GMCA provide a robust set of decision-making and governance structures in delivering our shared vision for Greater Manchester to be one of the best places in the world to grow up, get on and grow old.
- 1.5. This Annual Delivery Plan sets out the key activities that will help GM LEP release this vision over the period April 2020 to March 2021.
- 1.6. This 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:
  - Greater Manchester Strategy and Implementation Plan
  - Greater Manchester Local Industrial Strategy and Implementation Plan
  - GM Living with Covid Resilience Plan
  - GM LEP Economic Proposition – Building a Greater Manchester, Making a Greater Britain
  - Greater Manchester Local Growth Assurance Framework
- 1.7. In line with the approach adopted by the LEP in 2019 to structure Board meetings, is set out to reflect the key themes of Strategy, Governance and Performance as follows:
  - **Strategy:** outlines the key activities the GM LEP will lead on to drive the strategic development of Greater Manchester
  - **Governance:** outlines how the GM LEP will operate and develop as a Strategic Board in 2020/21
  - **Performance:** outlines key milestones for LEP projects between April 2020 and March 2021, including Local Growth Fund, Get Building Fund and LEP Capacity Fund

## 2. STRATEGY

### *Greater Manchester Strategy*

- 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 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.
- 2.3 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 regularly reported to the LEP Board.
- 2.4 The GMS set out a platform for the development of the GM Local Industrial Strategy (see below). These two strategies set the overarching course for the LEP with detailed actions and outcomes set out in their respective Implementation Plans and evaluation frameworks
- 2.5 However, the unprecedented impact of the Covid pandemic has required the LEP and its partners to re-evaluate its approach for 2020/21 and address the current challenges and opportunities.

### *GM Living with Covid Resilience Plan*

- 2.6 Since agreeing our collective ambitions, we have made huge progress; helping people take charge of their own lives, achieve their potential and have a sense of hope and optimism for the future of their city-region remains our priority.
- 2.7 But Covid has required us to re-consider our agreed values, our strategy and the ambitions and priorities in it. As part of our recovery and rebuilding planning we have considered how Covid may have disrupted our strategy and review our priorities in light of the impacts evidenced by the pandemic.
- 2.8 The Greater Manchester Living with Covid Resilience Plan is a one year delivery document which considers the impacts arising from Covid. The Plan provides a bridge between the existing Greater Manchester Strategy and the refresh now due to take place next year and will form the framework for the LEP’s key actions in 2019/20 ahead of the GMS Implementation Plan
- 2.9 It captures the actions to be taken in the short term to build resilience and begin to respond to those impacts. The Plan recognises the significant and disproportionately impacts arising from Covid on Greater Manchester residents, businesses and places, but also seeks to acknowledge the positive gains and innovations which supported Greater Manchester’s response to the pandemic
- 2.10 The Plan takes account of GM’s overarching principles which were determined early on in our response to the pandemic and continue to shape and guide the development of the Living with Covid plan.

- Inequalities / poverty
- Safe GM / Standards
- Co-design, civil society and social infrastructure
- Building a confident city-region
- Resilient city-region
- Recovery in the context of GMS (opportunities to achieve our aims faster; risks to achieving our aims)
- Behaviour change

2.11 The detailed impacts, actions and deliverables are set out below.

## GM Covid Recovery and Resilience Plan – Impacts identified and GM Deliverables

### Impacts:

- **Health impacts** on BAME people, disabled people and older people
- **Mental health impacts** on all ages, shielding people, and those more likely to be isolated
- **Educational and social impacts** in particular on disadvantaged children and families
- **Fragility of the social care system** laid bare
- **Lack of access to physical and mental health care** among disabled people and shielding people
- **Lack of access to food** among poorer communities
- **Digital exclusion impacts** as services shift to online, exclusion and isolation including older people and disabled people
- **Economic impacts** on low paid workers, young people and the self-employed and devastating impact on cultural sector
- **Greater Manchester's businesses** and economic sustainability and growth has suffered
- **Homelessness and rough sleeper impacts**, as people were housed in hotels
- **Managing risks for key workers**, ensuring safe continuation of essential services
- **Towns and cities**, limited use during lockdown
- **Fear of starting up 'normal' life again**
- **Role of and reliance upon VCSE organisations** as part of the networked emergency and ongoing response
- **Improvements in service provision / efficiency**, increase in online NHS consultation and delivery of wider services digitally
- **Greater data sharing** across agencies enabled targeted, timely responses
- **Temporary cleaner air** and environmental gains achieved through changes to work and travel patterns, but challenges related to use & capacity of public transport services
- **Emergence of new community networks** and social infrastructure e.g. Community Hubs, closer working with schools
- **Creation of multiagency networks** and support systems e.g. PPE sourcing and mutual aid
- **Locally controlled devolved resources** enabled targeted, timely responses
- **GM Partnerships** and ways of working, reinforced and strengthened approaches, delivering effective responses
- **Digital shift and capabilities**, with rapidly developed novel operating models, to be retained and developed

Significant and potentially devastating, to be tackled urgently

Challenging but manageable, to be tackled and improved

Positive benefit, to be reinforced and maintained

### GM Deliverables:

- Implement a system wide approach to assessing and responding to evidenced inequalities in the design and delivery of recovery and restart activity
- Sustain support to care homes and extend Living Well at Home to strengthen the resilience of adult social care provision
- Boost physical activity programmes and social prescribing, including for people with long term conditions
- Sustain the food bank network
- Complete 'Everyone In' and deliver a transition programme and ongoing support for homeless people
- Building on the Community Hubs experience and closer working with schools, develop integrated neighbourhood services, sharing people, data, money and stories
- Launch a targeted plan to tackle digital exclusion
- Ensure the provision of comprehensive mental health and wellbeing support accounting for the growth in demand and severity across all age ranges
- Restore proactive care and support for both children and adults for those with long term health condition and support those who are recovering from Covid
- Supporting successful return to school and college for all learners, with inclusion of catch up and wellbeing support if needed
- Learning from each other on how best to manage any increases in safeguarding for children & young people and vulnerable adults
- Deliver GM employment and skills recovery plan with evidence based targeted programmes of support
- Establish GM Independent Inequalities Commission
- Immediate implementation of the GM Social Value Framework
- Appropriately contracted provision from the VCSE sector as part of ongoing networked support infrastructure
- Develop system wide responses to maintain and develop social infrastructure as part of driving more inclusive economic growth in the future, including system changes, investment and formal collaboration with new infrastructure
- Deliver housing and public building retrofit programme as part of greener economic recovery
- Provide support to enable businesses including social enterprises to innovate and adapt
- Targeted support to sectors facing lasting impacts from Covid, and growing sectors with investment where they can exploit new opportunities
- Significantly expand the GM Good Employment Charter to drive more secure work, higher pay and better employment standards
- Develop and deliver a Cultural Recovery Plan, recognising the role of a sustainable cultural sector as a key driver of a vibrant GM
- Continue the SafeGM campaign to provide reassurance about getting back to work
- Secure infrastructure investment needed to kick start the economy
- Swiftly progress investment opportunities as part of economic stimulus and push for wider government funding for councils and locally devolved resources
- Continue to build the mutual aid and support systems where they add value and provide a better way of working
- Deliver the Cycling and Walking Plan
- Fully functioning public transport system and support from DfT
- Progress GM Clean Air Plan and build on positive shift in travel behaviour
- Progress Environment Plan to reduce carbon emissions and create an improved, more resilience natural environment for socially distanced recreation

2.12 The LEP will work with partners from across Greater Manchester to deliver these outcomes as well as continue progress delivery of the Greater Manchester Strategy and GM Local Industrial Strategy.

2.13 In particular, the LEP will take a lead in 2020/21 with GMCA via the Growth Company for coordinating the system to achieve the following deliverables:

Theme	Key Deliverable	Supporting Actions
Provide support to enable businesses including social enterprises to innovate and adapt	Deliver GM Business Productivity and Inclusive Growth Programme	<ul style="list-style-type: none"> <li>• Drive digital investment to support the creation and scaling of SMEs</li> <li>• Develop a support for SMEs focusing on leadership and management</li> <li>• Gather intelligence and support high quality delivery of early education and childcare provision</li> <li>• Support innovation through promotion of Circular Economy principles to stimulate clean growth and resilience to supply chains</li> <li>• Continue to deliver and expand the Green Growth business support programme</li> <li>• Use Innovation Partnership on Healthy Ageing to create new products and services in GM that can be adopted across the UK and exported</li> <li>• Use Greater Manchester Advanced Materials and Manufacturing Alliance (GAMMA) to drive investment into GM's manufacturing sectors and link them with GM's universities and other national centres</li> </ul>
Targeted support to sectors facing lasting impacts from Covid, and growing sectors with investment where they can exploit new opportunities	Use GM's policy, convening role and resources to drive faster improvements to jobs and productivity in the Foundational Economy in line with the Local Industrial Strategy	<ul style="list-style-type: none"> <li>• Deliver programmes under labour market recovery plan, including; Stimulating demand for Apprenticeships; Increase in funding to support 19+ on sector specific qualifications; focus on retraining and reskilling; supporting those being redeployed/redundant through furlough; Fast Track 3; sector based work academies working with JCP</li> <li>• Develop enabling mechanisms to support growth in Environmental Technologies sector including an Energy Innovation Agency and Retrofit Accelerator</li> <li>• Deliver collaborative work across digital sector including retraining programmes for unemployed due to Covid</li> <li>• Publish Greater Manchester Spatial Framework</li> <li>• Provision of Kick Start to target sectors and Working Well to target where employers can</li> </ul>

		<p>support those furthest away from the labour market</p> <ul style="list-style-type: none"> <li>• Support existing business support programmes for eco-innovation and resource efficiency; Encourage carbon-intensive sectors to use carbon-reduction as an improvement tool</li> <li>• Assess the impact of C-19 response and recovery activity on GM LIS Implementation Plan and strategic priorities, and in line with new vision for GM's economy</li> </ul>
Significantly expand the GM Good Employment Charter to drive more secure work, higher pay and better employment standards	Update the GM Good Employment Charter to account for COVID-19 impacts and to significantly expand the Charter's membership and supporters, to drive more secure work, higher pay and better employment standards	<ul style="list-style-type: none"> <li>• Clear link with jobs and how GM ensures it can use the Employment Charter to create 'good jobs' particularly through Kick Start</li> <li>• Undertake work to understand the impacts of C-19 for GM's drivers of growth including GM's anchor institutions, major employment sites and across different types of 'place'</li> </ul>

2.14 The GMS performance dashboards (the outcome metrics) are continuing to be monitored six monthly, aligned to the GMS priorities. This is being monitored alongside the Living with Covid Plan. The Living with Covid Plan is being performance managed by the recovery coordination group, with the first quarterly update due in December 2020.

2.15 The performance update of the Living with Covid Plan will be a narrative update of progress and also developments against the deliverables in the plan, capturing as appropriate any change in circumstance or progression of the activity to respond to changes, and will also provide a broad system wide view on overall collaboration and progress.

2.16 Importantly, the performance update will reflect the fact that the Living with Covid Plan was developed to drive not just specific actions but system change to build resilience for the ongoing pandemic response and a future platform for GM to build back better.

#### *GM Local Industrial Strategy*

2.17 The GMS set out a platform for the development of the GM Local Industrial Strategy (LIS) which was launched jointly with the Government in June 2019 and sets out a framework and set of actions for how these priorities will be achieved. 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.
- strengthening the foundations of productivity in the city-region to ensure that growth benefits all people and places

2.18 The LIS is underpinned by a strong evidence base in the recently updated Independent Prosperity Review with its greater focus on supporting businesses in the foundational economy in response to the Covid pandemic.

2.19 The LEP recognises that it has a key role in driving the implementation of the LIS. In 2019/20 a review of thematic boards/groups was undertaken to ensure that structures and membership are appropriate in light of the GM LIS with each private sector LEP Board member now taking lead responsibility for a key LIS thematic area.

2.20 Taking account of the impact of the Covid pandemic, delivery of the LIS in 2020/21 will focus on supporting the city region's recovery and long-term growth prospects. These priority actions are set out below:

- Develop the model for 'Advanced Materials City' as part of the ongoing work to define the **M62 North East Growth Corridor** to grow high value jobs in the North of GM
- **Develop a Robust Digital Skills Pipeline** through delivery of pilot programmes including GM Skills for Growth programme and Skills Investment Pot
- Establish the UK's first city region **Clean Growth Mission** through delivery of low carbon retrofit programmes; installation of local renewable energy generation and smart heat supply; sustainable and low carbon transportation; natural capital investment; and business support including review of the Year 1 Mission Based Approach model
- Apply recommendations from **Post-16 Education, Skills and Work Partnership** in policy development and delivery with an agreed programme of work
- Maximising the impact of existing investments in innovation assets and developing GM's ecosystem through a new model of innovation - '**Innovation GM**'\*
- Continue implementation and scale-up of the **GM Good Employment Charter** linked to work to improve the productivity of the foundational economy\*
- Implement new **Leadership and Management Support programme** to increase the productivity, innovation and growth of businesses in GM\*
- Develop an action plan to improve jobs and productivity in the '**Foundational Economy**' by Spring 2021, working with big employers in key sectors, and including policy alignment across the city region\*

*\*NB: These programmes are subject to the release of further funding decisions with GMCA*

#### *Building a Greater Manchester, Making a Greater Britain*

2.21 Looking towards the longer term, the LEP recognises that as we move into recovery there is an opportunity to build back better and reshape Greater Manchester's economy in the wake of the pandemic. This means not just going back to business as usual but building confidence to move forward to greater.



- 2.22 The LEP is therefore developing an economic proposition in 2020/21 that will represent a bold vision led by business and the LEP, working with the GMCA, to set out the sort of Greater Manchester we want to help create. The plan – Building a Greater Manchester, Making a Greater Britain – will provide a blueprint for remodelling the city-region’s economy and include a range of long-term initiatives to help businesses innovate more effectively and become more productive, creating a greener and more resilient economy.
- 2.23 It builds on the Local Industrial Strategy, while recognising the shift in attitudes among people, businesses and investors brought on by the coronavirus pandemic and is underpinned by an evidence base from the recently updated Greater Manchester Independent Prosperity Review.
- 2.24 This is a vision that sees Greater Manchester at the heart of the Northern economy with assets vital to driving UK growth. We will build again on our heritage of innovation to drive economic and social advance. We will drive an economic recovery that puts people first, embraces the benefits of diversity, rebalances inequalities, creates lasting resilience, supports the move to net zero carbon and rethinks productivity.
- 2.25 We will be recognised around the world for our global strengths and progressive thinking in advanced materials and manufacturing, health innovation, digital and creative, and clean growth.
- 2.26 Innovation will be central to how we can achieve this transformation and so we need a new approach if we are to diversify the business base, transform ways of working, build vibrant places, create future resilience, support pathways to work, and tackle social issues
- 2.27 This will need a whole ecosystem approach to drive real alignment around all public resources/structures, and partnerships with business, to foster creative places and people. Working with our partners, GM LEP will create that ecosystem via a framework of thematic action.
- 2.28 This is not intended to be a detailed plan but sets out what we believe we need to deliver and the first actions the LEP will prioritise in 2020/21 to achieve that vision. The key themes of the proposition along with deliverables and initial actions are set out below:

Theme	Key Deliverable	Initial Actions
Securing R&D investment in our global assets and translational activity across GM to drive national and local growth	Attracting R&D investment based on GM’s areas of strength and excellence, and translating this to drive economic growth nationally as well ensuring it supports economic growth in all parts of GM is vital.	<ul style="list-style-type: none"> <li>• Developing and delivering <b>Innovation GM</b> to capitalise on our assets and translating R&amp;D excellence into productivity gains and economic growth. Innovation GM will develop:               <ul style="list-style-type: none"> <li>➤ <b>Specialist Facilities</b> in our identified areas of strength</li> <li>➤ <b>Innovation Districts in all GM Towns and Cities</b> to enable the clustering of innovative businesses in all places</li> </ul> </li> </ul>

		<ul style="list-style-type: none"> <li>• Driving <b>public-private collaboration and investment</b> through the GM Local Industrial Strategy e.g. the Graphene and Advanced Materials in Manufacturing Alliance and the Health Ageing Innovation Partnership</li> </ul>
Supporting a culture of business innovation	Driving the innovation adoption of all firms in Greater Manchester to achieve a productivity uplift at scale with digital activity at its heart.	<ul style="list-style-type: none"> <li>• Developing the <b>Productivity Programme</b> to help protect companies and jobs now, and with recovery/change</li> <li>• Creating a <b>new generation of Leaders and Managers</b> in GM – including a world leading programme of Female Entrepreneurship and increasing the number BAME leaders</li> <li>• Developing <b>GM's Innovation Finance offer</b> to support businesses</li> </ul>
Growing an integrated pipeline for talent, skills & progression at all levels	Attracting, developing and growing our own talent is vital to an innovation ecosystem. GM will put this at the heart of its approach – focusing on supporting: residents to have a clear pathway to jobs; and businesses to invest in talent development.	<ul style="list-style-type: none"> <li>• Creating a <b>single Talent City Region system</b> – bringing employer demand for specific occupations together with GM FE Colleges Group/new GM Universities forum/providers to generate a different approach to skills provision, creating a joined up skills system</li> <li>• Support a <b>targeted plan</b> to: drive BRIDGE GM as the platform for engaging business with labour market responses; tackle Digital Exclusion; support Apprenticeship placements in GM; and create a Kick Start Board to support 16,000 jobs for young people</li> <li>• Lobbying for an <b>integrated Learning and Work Budget</b> – an integration of initiatives and funding to provide the support people get into, and on in, work</li> </ul>
Driving Good Employment	To tackle inequalities, embrace diversity and balance profit with people and sustainability we need to support productive, job rich, fair employment - enabling people and employers to reach their full potential and 'level up'.	<ul style="list-style-type: none"> <li>• Rapidly expanding the <b>Good Employment charter</b> as initial way to: drive GM as a Living Wage City Region; encourage inclusivity and diversity in company leadership; and ensure employers have mental health/wellbeing support in place</li> </ul>

<p>Stimulating investment to create desirable places where people thrive</p>	<p>Creating places where people want to live, work and invest and where people can thrive is vital to success.</p>	<ul style="list-style-type: none"> <li>• Delivering the <b>GM Infrastructure Programme</b></li> <li>• Supporting <b>Innovation Districts</b> in all parts of GM, as part of Innovation GM</li> <li>• Arguing for a place based settlement and the <b>Funding Flexibilities</b> within existing funds to build local capacity to support place regeneration</li> <li>• <b>Attracting private and VC investment into GM</b> from organisations who share our aims, to support companies and place infrastructure</li> </ul>
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### 3. GOVERNANCE

#### *LEP Board Leadership*

- 3.1 Greater Manchester has developed a unique approach that has GM LEP integrated into the heart of our decision-making processes, putting the private sector at the centre of policy and strategy development.
- 3.2 GM LEP adopted a new leadership model commencing in April 2020 with the appointment of Mo Isap and Lou Cordwell as Co-Chairs. The model is a nationwide first and reflects the LEP's commitment to be the modern, collaborative and ambitious voice of Greater Manchester business. The new leadership model will build on the existing strengths and collaborative infrastructure of the Board and strengthen GM LEP's platform of public and private partnership.
- 3.3 This approach will be complimented by a refresh of the LEP Board membership in 2020/21 to recruit to current vacancies in line with the LEP's diversity and representation principles. This will include the appointment of a Deputy Chair as set out in 'Strengthened Local Enterprise Partnership'.

#### *LEP Board Oversight*

- 3.4 As noted above, GM LEP recognises the scale of the economic impact presented by Covid and its main focus in 2020/21 will be on delivery ensuring the survival and long-term recovery of GM businesses.
- 3.5 The LEP Board last held a public meeting in January 2020 prior to the Covid crisis. The Board was then unable to meet in public until September but continued to meet monthly to ensure they remained informed of the latest developments and could help drive the recovery of the city region
- 3.6 The Board continues to discuss the challenges and opportunities presented by the Covid crisis and the LEP's role in supporting GM's economic recovery. Key initiatives considered and approved during in 2020/21 include:
  - **Local Growth Fund:** Ongoing LGF programme delivery including updates to the LGF portfolio, Skills Capital 3 approvals and amending the funding structure of the current LGF projects in order to fully commit and spend LGF funding by March 21 – see below.
  - **CBILS/GC Angels:** Allocation of £3m LGF to a GM CBILS/GC Angels scheme administered by the Growth Company to provide a package of urgently needed financial support for Greater Manchester businesses battling the impact of coronavirus.
  - **GMLEP Website:** Regular updates and signposting to available business support including supply chain issues, trade, cash-flow and financial planning, people management and operational planning.
  - **Build Back Better:** A campaign with the GM Mayor to understand the views of local businesses on how the GM economic could be reshaped as it comes into recovery. The feedback received has been critical in understanding how GM can take this opportunity to work together to build a better future and help shape a more sustainable, robust and equitable economic model.
  - **Build Back Better webinars:** Regular webinars with the GM Mayor and Growth Company tailored to promote business support initiatives e.g. SafeGM, Together GM, Young Person's Guarantee, GMACS, Bridge GM and Employ GM.

- **Local Industrial Strategy:** Allocation of Capacity Funding to Marketing Manchester to support their LIS related activity e.g. GM LEP Insights

3.7 Beyond the immediate response to Covid, LEP strategic development continues to support the longer term GM approach to recovery and its existing GMS/LIS priorities. To date, the LEP has worked with GMCA and partners in developing potential models for the economic recovery and shaping interventions accordingly. Key strategy updates include:

- GM LEP Economic Proposition including Innovation GM
- GM Living with Covid Resilience plan
- GM Innovation Partnership for Healthy Ageing
- Comprehensive Spending Review and Devolution White Paper
- GM International Strategy
- GM Social Value Framework

3.5 The LEP will continue to monitor and respond to the current crisis as well as plan for the next stage as we move into recovery through 2020/21 and beyond as set out in the Strategy section above.

#### *Diversity and Inclusion*

3.7 The LEP recognises that the Board works on behalf of all the people of Greater Manchester and understands that different people bring different ideas, knowledge and perspectives. Vanda Murray acts as its Diversity Champion to lead on issues of diversity and inclusion.

3.8 In 2020/21, the LEP will explore how it can use its business experience and expertise to promote greater diversity and inclusion within the work of the LEP itself, the private sector and to add value to wider GM policy development and delivery. The Board has committed to a number of initial actions:

- All future Board reports highlighting equalities and environmental issues so that the Board can be fully informed of any implications for diversity and inclusion in its decision making;
- Prioritising action in 'Building a Greater Manchester, Making a Greater Britain' for a world leading programme of Female Entrepreneurship and significantly increasing the number of female and BAME leaders;
- Hosting a diversity and inclusion event with the GMCA to champion best practice in the private sector.

#### *Local and National Engagement*

3.9 The LEP works in partnership at local, regional and national level for the benefit of the city region. In 2020/21, the LEP will extend this engagement at local level with each private sector Board member appointed as the link to each of the 10 GM districts. This will strengthen LEP connection and visibility across all districts and help to drive inclusive economic growth across the city region.

3.10 In particular, Towns Boards have been established in the four Greater Manchester towns of Bolton, Rochdale, Oldham and Cheadle as part of the Government's Town Deals fund. These Boards are made up of public, private and voluntary partners who will help to develop Town Investment Plans and business cases with a view to securing up to £25m of Government funding each.



- 3.11 Town Investment Plans should set out investment priorities to drive economic growth and align with the Local Industrial Strategy, local environmental strategies, Local Plans, Spatial Development Strategies and Local Transport Plans
- 3.12 The relevant LEP Board district link member will be invited to the relevant Town Board to maintain and strengthen the relationship between the LEP and the link to the Local Industrial Strategy.
- 3.13 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.
- 3.14 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 the relevant parts of its business plan each year.
- 3.15 During 2020/21, as part of Growth Company activities, the GC Business Growth Hub is continuing to deliver the Business Productivity and Inclusive Growth Programme (BPIG), which will run to 2022 and has pro-actively pivoted activities to support businesses impacted by Covid-19. This has included: enhanced intelligence gathering and analysis; a major marketing and outreach campaign to ensure companies are aware of the support available locally and nationally; the re-design of core services to ensure more resources are dedicated to supporting business to deal with immediate issues arising; and support for wider national Growth Hub network.
- 3.16 GM LEP is a founder member of NP11, bringing together the 11 Northern LEPs to tackle boost productivity, overcome regional disparities in economic growth and tackle the historic north-south divide. GM LEP will continue to work with NP11 to strengthen delivery of our shared goals.
- 3.17 GM LEP is an active member of the national LEP Network and is committed to further partnership working across the Network in future.



#### 4. PERFORMANCE

##### *Local Growth Fund (LGF)*

- 4.1 The table below outlines the current LGF programme in Greater Manchester and individual project's status as of Quarter 2 of 2020.
- 4.2 The £493.5m GM LGF programme support GM's strategic ambitions through investment in innovation, infrastructure and skills provision and is expected to leverage £210m in match funding and deliver 6,250 job outcomes.
- 4.3 The programme will help to deliver an integrated post-16 learning infrastructure across Greater Manchester that meets the city region's needs; provide a better integrated transport network across Greater Manchester, improving access to public transport and employment locations; and boost economic development and regeneration with a focus on science, digital and business support.
- 4.4 Updates on progress will be provided to the GM LEP Board on a six-monthly basis and the current trajectory anticipates full spend by the end of 2021.

Theme	Project	Total Project cost (inc RGF and other public/private funding)	2020/21 Status	Industry/curriculum focus	Project description
<b>Skills Capital</b>	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	Withdrawn by College	Medicine Healthcare	and Bolton University to transform the curriculum offer at higher levels within this sector.
Wigan & Leigh College	£1,810,000	Complete	Engineering Construction	and Construction and remodelling works to create a better replica of modern working environments and rationalise the space
Wigan & Leigh College	£805,000	Complete	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	£6,800,000	In Delivery	Science, Technology, Engineering & Maths	Build a new Health Innovation STEM Centre to support the delivery of additional / new Health, Science, and related Technologies activity. Refurbishment of some existing campus.
Oldham College	£6,950,000	In Delivery	Construction	Create new state of the art Construction training centre and reconfiguration of existing buildings for alternative teaching accommodation
Skills Capital Round 3	TBC	Approved, new projects below	TBC	Final round of Skills Capital applications will be invited in 19/20.

	Hopwood Hall	£6,130,000	In Delivery	Advanced Technology Centre	Creation of a new build extension to the Technology Centre and refurbishment and reconfiguration of the existing centre.
	Bury College	£210,000	In Delivery	Refurbishment	The project incorporates a series of small works/improvements across the College estate focused on areas of health and safety.
<b>Economic Development and Regeneration</b>	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	£30,000,000	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	£20,000,000	In Delivery	Science	Venture capital for businesses located in the region and operating in the life sciences sector.
	Pankhurst Centre	£10,000,000	In Delivery	Health	Creation of a centre focused on capitalising on GM's health and advanced materials strengths.

	Broughton House	£12,900,000	In delivery	Housing	The site will incorporate 24 apartments and Armed Forces support hub.
	Protos	£17,300,000	In Delivery	Science	Deliver the development of an industrial site in Cheshire for a variety of uses including waste to energy, biomass and environmental technology facilities.
	GM Digital	£4,000,000	In Delivery	Digital	Group of digital projects to tackle digital exclusion across GM
	Housing & Investment	£36,000,000	In delivery	Housing investment and	Additional projects as per August 20 LEP report,
<b>Transport</b>	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	Complete	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 A49	£22,310,000	In Delivery	N/A	Strategic link providing a connection from M6 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	Complete	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	Complete	N/A	Pedestrian crossings; cycle links; access to parking; highway improvements.
Rochdale Minors	£1,450,000	Complete	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	Complete	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	Complete	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

Metrolink additional capacity programme/Transforming cities	77,000,000	In Delivery	N/A	Additional 27 M5000 Light Rail Vehicles (LRVs).
SEMMMS 19/20	34,300,000	In Delivery	N/A	A555 Airport Link Road – Major Highway scheme to improve access to Manchester Airport.
Metrolink renewals and enhancements	9,023,000	In Delivery	N/A	Programme of upgrades to the Metrolink network.
MCF Cycling and Walking schemes	26,613,000	In Delivery	N/A	Programme of walking and cycling schemes across GM.

4.5 In line with the Greater Manchester Local Growth Assurance Framework, any additional projects that come forward during the year will be appraised/approved by the LEP Board and GMCA.

4.6 Delivery highlights for the non-transport projects of the programme in 2020/2021 include:

- **Productivity Programme** – Continues to deliver as expected with majority of outcomes above the forecasted position, this year of delivery is forecasting to support over 1,400 enterprises, create 796 jobs and create 213 new enterprises.
- **Skills Capital** – The third and final round of Skills Capital commissioning has taken place totalling 15 projects across GM. Some of the larger Skills Capital projects are now in their main phase of construction such as the LTE City Centre site, Oldham College and Stockport & Trafford College. The few projects which are yet to break ground are expected to do so this year resulting in our Skills Capital projects all either being completed or in delivery.
- **School of Digital Arts (SODA)** – SODA is making significant progress and is now in their main phase of construction. Expected to open September 2021.
- **Cyber Innovation Centre** – The project is expected to procure an operator in year.
- **UoM Pankhurst** – The project is expected to procure a main contractor in year and begin site work.
- **Life Sciences** – The programme will continue to bring forward investments in this sector and leverage significant match funding, focussing on GM and Cheshire regions.
- **Broughton House** – Work ongoing with decant scheduled for October 2020.
- **Protos** – Main phase of construction taking place this year scheduled for completion late 2020.
- **Housing and investment projects** - All are scheduled for completion in year and we will begin to see a return on investment in 2021, allowing us to fund the remaining projects in the programme post LGF close in March 21

4.7 Delivery highlights for the transport projects of the programme in 2020/21 include:

- **Stockport Interchange** – This development will provide a new interchange facility to improve integration with the town centre and rail station. This year will see the highways package completed in July 2020
- **Wigan Gateway A49** – This major scheme will significantly strengthen local infrastructure by providing a strategic link from M6 J25 to Wigan Town Centre and nearby strategic sites. The project was completed and opened to the public in June 2020.
- **Ashton Interchange** – This major development was completed and opened in Aug 2020 and provides a new interchange facility within Ashton Town Centre, providing passengers with much-improved facilities and a modern, accessible gateway to the town. The Interchange supports the economic growth of the town by providing enhanced connectivity in a modern, safe and welcoming environment.
- **Oldham Town Centre Regeneration & Connectivity** – The project will provide a range of town centre highway and urban realm improvements and is due to start on site in October 2020
- **Bolton Salford Quality Bus** – This project will provide a comprehensive package of bus priority measures with the A666 Salford works package commencing in summer 2020.

4.8 The approach to monitoring and evaluating the GM LGF programme is set out in the GM Local Growth Assurance Framework

#### *Get Building Fund*

4.9 Greater Manchester has been allocated £54.2m from the Get Building Fund for a wide-ranging package of projects that will help drive the local economy in line with the priorities of the Greater Manchester Local Industrial Strategy. The projects will unlock commercial space, bring new superfast broadband, open commercial opportunities and new residential

4.10 The projects supported are:

- **Base** – Innovation Activities Hub building Refurbishment (£4m)
- **Mayfield** – Central Park and environmental/infrastructure works (£23m)
- **Port Salford** – Rail Freight Terminal (£6m)
- **Kingsway Business Park Northern Loop Road** (£3.5m)
- **South Heywood Link Road** - Phase 1 (£10m)
- **Stok** – Conversion of iconic empty high street retail unit into new workspace (£3.5m)
- **Stockport Exchange** - Phase 4 and clean energy infrastructure (£6.6m)

4.11 The schemes are predicted to create almost 12,000 direct jobs and a further 1,876 employment opportunities in construction. A total of 45 apprenticeships will follow as will the building of more than 1,000 new homes and 4.5km of roads, cycle ways and walkways supporting 29 businesses and 205,000 square metres of commercial space.

4.12 The LEP will receive regular updates and progress reports on the GBF schemes in 2020/21.

#### *Capacity Funding*

4.13 GM LEP has an allocation of £500,000 from Government to support the development of strategic growth initiatives in the city region. In 2020/21, this funding has been allocated as follows:

- **GMCA: Research, Policy and Strategy Development - £250k:** To fund research, policy and strategy development activity, to provide a robust research and evidence base in line with the Greater Manchester Strategy and Implementation Plan to ensure that GM remains at the forefront of current strategic thinking and developments.
- **GMCA: LEP Membership Review – £20k:** Following the recent changes in Board membership, a number of vacancies have arisen. A review therefore needs to be completed to recruit new Board members to fill these positions.
- **GMCA: Delivery of LEP Foresighting Group - £5k:** The Foresighting Group brings together senior representatives of the business community whose advice on key issues will help develop the LEP's long term thinking and implementation of the GM Strategy
- **Contribution to the LEP Network - £6k**
- **LEP contingency for ad hoc activity including expenses - £5k**

4.14 The LEP Board agreed the remainder of the funding is to be allocated to LIS implementation activity with detailed proposals to be developed with LEP Board members which reflect their LIS portfolio priorities to help drive overall delivery.