

Draft Greater Manchester Local Enterprise Partnership

Annual Report 2019/20

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 A LEP Annual Delivery Plan was published in Spring 2019 settings out the key activities that would help GM LEP release this vision over the period April 2019 to March 2020.
- 1.6 This report highlights our progress in achieving in these priorities and, 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.

2. STRATEGY

- 2.1 Greater Manchester has a unique partnership model of GM LEP and GMCA providing collective leadership through a shared vision and set of priorities for the city region, as set out in key documents such as the Greater Manchester Strategy and GM Local Industrial Strategy. In 2019/20, the LEP helped drive the development of this strategic agenda in a number of key areas.

Greater Manchester Strategy

- 2.2 The 2017 Greater Manchester Strategy (GMS) set out a commitment to publish an Implementation Plan to detail the specific actions and activities underway to deliver GM's strategic vision and ambitions. In April 2018, a two-year Implementation Plan was agreed with the inclusion of ambitions to be achieved by 2020 along with delivery milestones.
- 2.3 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
- 2.4 In 2019/20, the LEP received regular updates on the progress against the agreed delivery milestones and ambitions for each of the GMS priorities as set out in the GMS Implementation



Plan. GM LEP oversight ensured that lessons learnt and areas for improvement were taken into account in shaping the future delivery of the GMS which will help achieve the GMS 2020 ambitions and targets.

Greater Manchester Local Industrial Strategy

- 2.5 In June 2019 GM LEP/GMCA and Government jointly launched the Greater Manchester Local Industrial Strategy (LIS) one of the first Local Industrial Strategies in England.
- 2.6 This groundbreaking approach was developed with a comprehensive consultation exercise advised by the Independent Prosperity Review which was established to undertake a detailed and rigorous assessment of the current state, and future potential, of Greater Manchester's economy.
- 2.7 Ten years on from the Manchester Independent Economic Review (MIER) it provides a fresh understanding of what needs to be done to improve productivity and drive prosperity across the city-region.
- 2.8 The LIS sets out a wide range of cross-cutting actions to strengthen the city-region's economy, and capitalise on the city-region's unique assets and opportunities by:
- Setting Greater Manchester up to be a global leader on health and care innovation - creating new industries and jobs, improving population health and extending healthy life expectancy;
 - position Greater Manchester as a world-leading city-region for innovative firms to experiment with, develop and adopt advanced materials in manufacturing;
 - build on Greater Manchester's position as a leading European digital city-region; enable the digitalisation of all sectors; and capitalise on the links between digital and creative industries; and maximise growing assets in cyber security;
 - achieve carbon neutral living in Greater Manchester by 2038, by launching the UK's first city-region Clean Growth mission
 - strengthening the foundations of productivity in the city-region to ensure that growth benefits all people and places
- 2.9 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 Local Industrial Strategy with each private sector LEP Board member now taking lead responsibility for a key LIS thematic area.

GM Policy Development

- 2.10 Beyond the GMS and LIS, GM LEP has contributed to key GM strategy development in 2019/20 both at Board level and through participation of LEP members in key projects and initiatives including:
- **Spending Review Submission:** GM LEP had a key role in the development of the GM submission to the 2019 national Spending Review, which will shape the future direction of devolution in the city-region
 - **GM Digital Blueprint** sets out the next chapter in our ambition to be recognised as a world-leading digital city region, with an ongoing commitment to taking an open, innovative and connective approach to delivering that ambition.



- **Greater Manchester Spatial Framework** which sets out how the city-region will build the right homes in the right places so everyone can live in environmentally sustainable villages, towns and cities connected by a fully integrated, high-capacity transport system
- **Transport Policy** including the Our Network transport vision, bus reform consultation and GM Clean Air Plan
- **Infrastructure Framework 2040** which aims to develop and maintain a holistic infrastructure system that is robust, accommodates sustainable growth and supports the ambitions of the Greater Manchester Strategy
- **GM Housing Vision** seeks to realise the GMS priority to of safe, decent and affordable housing with homes to fit the needs and aspirations of current and future citizens
- **Stockport Town Centre West Mayoral Development Corporation** provides a radical new approach to deliver an ambitious vision for the future of Stockport town centre
- **GM Investment Strategy** brings together a series of investment funds aimed at encouraging business growth and investment in property and infrastructure.
- **GM International Strategy** recognises the transformational impact international engagement can bring to local areas as well as the vital importance it now plays in supporting the city-regions economic recovery. The Strategy aims to coordinate international activity and efforts across the city-region to ensure we deliver on our long-term ambition of becoming a top global city-region
- **GM Social Enterprise Advisory Group** was established to advise the Mayor, GMCA and GM LEP on the delivery of the ambition for social enterprise in Greater Manchester with an initial focus on the actions needed to ‘create the conditions for social enterprises and co-operatives to thrive’ as outlined in the GM LIS.
- **Graphene Engineering Innovation Centre** specialises in the rapid development and scale up of graphene and other 2D materials application and will help companies develop and launch new technologies, products and processes that exploit the remarkable properties of graphene and other 2D materials.

Communications

- 2.11 In May 2019, GM LEP published its Annual Delivery Plan which sets out the key activities planned for April 2019 to March 2020 including a clear commitment to develop a GM LEP Communications Plan.
- 2.12 Improving communications was highlighted as 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 and to ensure that the work of the GM LEP is being effectively communicated to external audiences.
- 2.13 The LEP therefore developed a draft LEP Communications Plan setting out a comprehensive media, communications and engagement approach to ensure the work of the GM LEP is being effectively communicated to a range of key audiences.
- 2.14 This includes the LEP’s implementation of the Greater Manchester Strategy, International Strategy and Local Industrial Strategy to local and national stakeholders with a comprehensive media, communications and engagement approach. This will complement the work of Marketing Manchester in promoting Greater Manchester on the national and international stage.

3. GOVERNANCE

3.1 The unique GM leadership model has GM LEP integrated into the heart of our decision-making processes, putting the private sector at the centre of policy and strategy development. The LEP's governance procedures are central to the success of this approach and were strengthened in 2019/20 as set out below.

Board Membership

3.2 GM LEP works on behalf of all the people of Greater Manchester and recognises that different people bring different ideas, knowledge and perspectives. As part of this commitment to equality, GM LEP refreshed its board membership in 2019 via an open and transparent recruitment process to ensure that it better reflects the breadth of industrial sectors and improves the representation of the diversity of Greater Manchester's people.

3.3 This refresh resulted in the appointment to the Board of new members bring fresh insight to the LEP along with the appointment of a Diversity Champion to help drive the Board's diversity and inclusion agenda.

3.4 The refresh also saw the existing Chair step down to be replaced by a new Co-Chair model. In a nationwide first, the LEP appointed two industry leaders as Co-Chairs of the board, with Mo Isap and Lou Cordwell, beginning their roles in Spring 2020.

3.5 The full refreshed Board is set out as follows:

	Member	Business/Role
Private Sector Member (2019-21)	Lou Cordwell	Magnetic North (Co-Chair and SME Representative)
	Mo Isap	IN4.0 Plc (Co-Chair)
	David Birch	Consultant
	Juergen Maier	Siemens Plc
	Dame Nancy Rothwell	University of Manchester
	Richard Topliss	RBS & Manchester Growth Company Chair
	Lorna Fitzsimons	The Pipeline
	Fiona Gibson	Everyman and Playhouse
	Amanda Halford	GE Healthcare Life Sciences
	Chris Oglesby	Bruntwood Plc

	Member	Business/Role
GMCA Representative (2019-20)	Andy Burnham	GM Mayor
	Cllr Sir Richard Leese	GM Deputy Mayor
	Cllr Brenda Warrington	Leader of Tameside MBC
	Cllr Elise Wilson	Leader of Stockport MBC

	Member	Business/Role
Ex-Officio Member	Mike Blackburn	Non-Executive Director Chair of Marketing Manchester & Internationalisation and Marketing Board
	Vanda Murray	Non-Executive Director Chair of Business Support and Business Finance Board (Diversity Champion)

Transparency and Accountability

- 3.6 The National Local Growth Assurance Framework was published in January 2019 and sets out Government's guidance for places that are required to develop their own Local Assurance Framework.
- 3.7 The GM Local Growth Assurance Framework was published in July 2019 and is our local response to the principles and requirements of the National Local Growth Assurance Framework and sets out how these will be delivered at local level. The GM Assurance Framework outlines the assurance arrangements for both the GMCA and GM LEP for funding paid as part of Greater Manchester's integrated 'Single Pot'.
- 3.8 Alongside the LEP's Terms of Reference, these documents outline the key practices and standards which are necessary to provide Government and local partners with assurance that decisions over funding are proper, transparent, and that they deliver value for money.
- 3.9 As highlighted in the GM Local Growth Assurance Framework, GM LEP is fully committed to transparency and accountability. For instance, the LEP Chair appeared at the GMCA Economy, Business and Skills Oversight and Scrutiny Committee to update GM Members on the LEP's work GMS in November 2019.
- 3.10 Transparency extends to holding all LEP meetings in public (including an AGM in September 2019) with meetings, reports and minutes published on both the GMCA and LEP websites along with a commitment to respond to any Freedom of Information requests.

- 3.11 The LEP website was regularly updated in 2019/20 with news on how the LEP was delivering on its priorities along with reporting on key milestones. The website also continued to provide details of current Board membership, the Local Growth Assurance Framework, the LEP Terms of Reference, Governance Assurance Statement, key projects and links to the publication of financial information.
- 3.12 The LEP Board continues to act with integrity as set out in our Code of Conduct in line with the Nolan Principles for standards in public life. This year, the LEP has also adopted GMCA's complaints procedure and extended the GMCA Whistleblowing Policy to cover GM LEP and its Board members.
- 3.13 More specifically, we recognise the potential for LEP Board members to have a conflict of interest in decision making and a key principle of our assurance processes is that all LEP members must declare any interests relating to agenda items at every meeting.
- 3.14 We publish a Register of Interests which since August 2019 is now updated on a six monthly basis along with a new Gifts, Hospitality and Expenses Register established in the first quarter of 2019.

Partnership and Engagement

- 3.15 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 brings was set up to provide a longer-term perspective on the challenges and opportunities that GM is seeking to address in its Local Industrial Strategy.
- 3.16 The group consists of people who have been invited to join on the basis of their wide experience nationally/internationally and being experts in their own particular field. Beyond this, the group is an ideal forum for capturing the advocacy and provocation of people with a keen interest in the future of the GM economy.
- 3.17 The group met twice in 2019/20 with discussions tailored to the key LIS themes Creativity and Clean Growth including guest speakers Sir Peter Bazalgette and Lord Nicholas Stern of Brentford respectively.
- 3.18 The LEP works in partnership at sub-regional, regional and national level for the benefit of the city region. In particular, GM LEP is an active member of the national LEP Network and is committed to further partnership working across the Network in future.
- 3.19 GM LEP is also 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. The city-region is committed to supporting pan-Northern initiatives such as the NP11 (with GM taking a lead on Trade and Investment activity across the North), TfN and the Convention of the North.

4. PERFORMANCE

- 4.1 Delivery on LEP priorities is not just through strategic input and oversight as noted above but driving project delivery with public, private and voluntary sector partners. This includes GMCA, the ten GM districts and partners such as transport for Greater Manchester and the Growth Company.



Local Growth Fund

- 4.2 The £493.5m GM LGF programme support GM's strategic ambitions through investment in innovation, infrastructure and skills provision.
- 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 Over the programme lifetime, programme is expected to leverage £210m in match funding and deliver 6,250 job outcomes
- 4.5 In 2019/20, the LGF programme delivered:
- £100m LGF funding has been spent in 2019/20 and secured £109.5m match funding
 - 8 new projects have been brought onto the programme in 2019/20
 - The programme remains on course to complete all spend by the end of 2021 and will meet our commitments in match funding and job outcomes over the lifetime of the projects
- 4.6 Economic Development and Skills delivery highlights for 2019/20 included:
- **Productivity and Inclusive Growth Programme** – An integrated business support offer led by the Business Growth Hub to deliver sustainable and inclusive growth across the city-region. Delivery commended in Summer 2019 with 1270 businesses supported so far including a mixture of start-ups. The programme continues to help business introduce new products to market and reduce their carbon footprint which has achieved a total reduction of 1480 tonnes of Greenhouse Gas (GHG). 284 new jobs have also been created within the enterprises supported.
 - **Skills Capital 2** – All Skills Capital (Round 2) projects have now commenced on site and are making good progress. Two projects at Wigan & Leigh College have been completed including remodelling works and rationalising all Leigh activities onto one campus specialising in T levels and L4+ qualifications.
 - **Skills Capital 3:** The third and final round of Skills Capital has been taken through a competitive commissioning process and resulted in the remaining funds being awarded to two projects: refurbishment and extension of Hopwood Hall Advanced Technology Centre; and a series of improvements across the Bury College estate.
 - **School of Digital Arts** – The School of Digital Arts is an interdisciplinary school at Manchester Metropolitan University that will drive the next generation of creative content through teaching, research and partnership with industry. The project incorporates specialist and flexible production studios and labs, a cinema, a business incubation hub and staff offices. A ground breaking ceremony took place in November 2019 attended by the Mayor of Greater Manchester and key partners with works progressing well on site.
 - **GM Cyber Innovation Centre** – The Greater Manchester Cyber Innovation Centre is being created to facilitate the growth of cyber security businesses in the region. The Centre will be the cyber embassy for Greater Manchester and the wider region, providing collaborative space in which companies, universities and government can share best practice to tackle cyber threats. The project has now progressed through final business case approvals and is now in delivery

4.7 Transport delivery highlights for 2019/20 included:

- **CCTS MSIRR Regent Road** – This major re-configuration at the western gateway to the Regional Centre was completed in January 2020.
- **Stockport Interchange** – This development will provide a new interchange facility to improve integration with the town centre and rail station. The advance bridge works were completed in December 2019 with the highways package to be delivered by Summer 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. Delivery progressed well in 2019/20 with the project due for completion in summer 2020.
- **Ashton Interchange** – This major development will provide 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. Work continues to progress well and is due for completion in Summer 2020.
- **CCTS MSIRR Great Ancoats Street** – This project started on site in Jan 2020 and will facilitate development and reduce congestion around the eastern section of the Regional Centre's Inner Relief Route.
- **Bolton Salford Quality Bus** – This project has started on site and will provide a comprehensive package of bus priority measures.
- **A5063 Trafford Rd Improvement** – Work commenced on site in February 2020 to provide a range of junction improvements to improve capacity.
- **Rail Station Enhancement, Bus Access and KRN** – The project will improve facilities, capacity and create better environments at Swinton Station in Salford. The project has already completed more than 90 junction upgrades to SCOOT and MOVA on the KRN with the bus stop accessibility programme now commencing later in 2020.

Capacity Funding

4.8 The Board has an allocation of £500,000 from Government to support the development of strategic growth initiatives in the city region.

4.9 In 2019/20, this funding was 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

4.10 The remainder of the funding was allocated in support of the implementation of the priorities of the Local Industrial Strategy.

The Growth Company

4.11 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, the



relevant parts of its Business Plan was endorsed by the LEP in March 2019 with progress on its work being reported regularly to the GM LEP throughout 2019/20.

- 4.12 During 2019/20 as part of Growth Company activities the GC Business Growth Hub has delivered targeted business support activities under the Business Productivity and Inclusive Growth Programme (BPIG): By March 2020 having assisted 1,636 businesses to become more productive, or achieve growth, creating 598 jobs and also, supporting 620 entrepreneurs in GM. In addition, services were rapidly pivoted in March 2019 to meet the impact of Covid-19, putting in place enhanced intelligence gathering, outreach and those resources need to meet business demand with local partners, both public and private.
- 4.13 More broadly the Growth Hub became the delivery lead for the national Be the Business Mentoring programme and also became the national coordination partner for BEIS supporting the Growth Hub Network in England, with the roll out and delivery of EU Exit and the national response to Covid-19.

GMCA - The Accountable Body

4.14 Over the last twelve months, GMCA has continued to act as the accountable body for GM LEP, ensuring that all decisions about regarding LEP funding remain transparent and comply with grant conditions, the GMCA's procurement framework and state aid rules within the statutory framework.

4.15 In practice, this has included:

- ensuring the decisions and activities of the GMCA and GM LEP conform with legal requirements with regard to equalities, environmental, compliance with State Aid rules, procurement of services;
- working with the GM LEP to identify a prioritised list of investments in accordance with GM's strategic priorities;
- ensuring that GMCA and the GM LEP's funds are used appropriately and value for money is achieved;
- ensuring that the provisions of the Assurance Framework are being adhered to;
- Maintaining an official record of GMCA and GM LEP proceedings are maintained;
- ensuring that the GMCA and GM LEP's funding is subject to internal and external audit requirements; and
- actively managing the devolved budget and programme to respond to changed circumstances
- Updating the GMCA corporate risk register and Risk Management Strategy