

Greater Manchester Local Enterprise Partnership Delivery Plan April 2022 to March 2023

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, working in partnership with the GMCA, are empowered to set the strategic course, agree 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 'Good Lives For All' along with the GM Economic Vision developed by the LEP and endorsed by GMCA. Together, these plans represent 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 a high level summary of the activities that will help GM LEP realise this vision over the period April 2022 to March 2023.
- 1.6. However, following the conclusion of the LEP Review, it was announced in the Levelling Up White Paper that LEPs will now be integrated into local democratic institutions along with the process by which this will be achieved.
- 1.7. Greater Manchester must now submit an Integration Plan to Government setting out how GM LEP will be integrated with GMCA which will provide further detail on the LEP's activity for 2022/23 beyond what is set out in this document.
- 1.8. 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 Delivery Plan
 - Greater Manchester Local Industrial Strategy and Implementation Plan
 - GM Economic Vision – Building a Greater Manchester, Making a Greater Britain
 - Greater Manchester Local Growth Assurance Framework
- 1.9. In line with the approach adopted in previous Annual Delivery Plans, this plan is set out to reflect the key themes of Strategy, Performance and Governance as follows:
 - **Strategy:** outlines the key priorities the GM LEP will lead on to drive the strategic development of Greater Manchester
 - **Performance:** outlines how the LEP will maintain delivery of the GM Economic Vision whilst the process of LEP integration is finalised
 - **Governance:** outlines how the GM LEP will operate and develop as a Strategic Board in 2022/2023

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 (GMS).
- 2.2 The LEP supported the development and launch of the current GMS 'Good Lives for All' which was significantly updated in 2021 following the Covid pandemic.
- 2.3 The refreshed GMS sets out a vision for Greater Manchester to be a place where everyone can live a good life, growing up, getting on and growing old in a greener, fairer more prosperous city region.
- 2.4 It includes a route, over the next decade, to deliver this vision for the benefit of our people, our places and our planet. We will look through the triple lens of a greener, fairer and more prosperous Greater Manchester, making sure activity supports all three themes.
- 2.5 At the heart of our strategy, we have three shared outcomes. These will be seen and felt by everyone in our city region as we deliver against our strategy.
 - **People's wellbeing** – with better homes, jobs, transport, and health, living in vibrant communities.
 - **Thriving organisations** – which succeed and look after their people, places and planet.
 - **Leading the UK and the world** – in sectors including low carbon and digital.
- 2.6 These will be delivered through a range of shared commitments with our partners and will reflect the values of inclusion, innovation and being forward thinking.

Greater Manchester Local Industrial Strategy

- 2.7 In June 2019 Greater Manchester and Government jointly launched the Greater Manchester Local Industrial Strategy (GM LIS), one of the first Local Industrial Strategies in England.
- 2.8 The GM LIS is a direct response to the evidence base created through the GM Independent Prosperity Review and supports the implementation of the Greater Manchester Strategy and its objective to make GM one of the best places in the world to grow up, get on in life and grow old.
- 2.9 It 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

2.10 Since the launch of the strategy, the economy of Greater Manchester and the UK has been impacted by a global pandemic and the exit of the UK from the European Union. Our understanding of our economy and the tools required to support it has evolved during this period in Greater Manchester, as well as nationally.

2.11 This has led to significant changes in the economic and policy context and work will therefore take place in 2022/23 to consider what this means for the GM Local Industrial Strategy and the next phase of implementation with a view to producing a refreshed Strategy this year.

GM Economic Vision - Building a Greater Manchester, Making a Greater Britain

2.12 More broadly, 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.

2.13 The LEP therefore developed the GM Economic Vision that represents a bold vision led by business and the LEP, which has been endorsed and adopted by the GMCA, to set out the sort of Greater Manchester we want to help create.

2.14 The plan – Building a Greater Manchester, Making a Greater Britain – provides 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.

2.15 The GM Economic Vision provides a clear strategic framework for securing a low carbon, green and resilient future and the innovative and prosperous businesses that will drive recovery.

2.16 However, the LEP recognised the scale of the economic impact presented by Covid and committed to moving beyond strategy and translating these priorities into delivery with a focus on leading real change and delivering for all parts of the city region.

2.17 The GM Economic Vision will inform the LEP's key activities over 2022/23.

3. PERFORMANCE

Delivering the GM Economic Vision

- 3.1 As noted above, Government recently shared an update on the conclusion of the LEP Review setting out that LEPs will now be integrated into local democratic institutions and confirmed that LEPs would receive capacity funding of £375k for 2022/23 as LEPs transition into the new model.
- 3.2 In line with these requirements, the LEP will agree the process of integration with GMCA and submit an Integration Plan which will set out in more detail the key activities that it will drive this year.
- 3.3 This will reflect the priorities of the GM Economic Vision which will continue to provide the framework for LEP delivery. Working with the GMCA and its partners, the LEP 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.

Capacity Funding

- 3.4 The LEP has therefore agreed the allocation of this capacity funding as follows to maintain delivery of the GM Economic Vision whilst the process of LEP integration is finalised:

- **£250k to support capacity in research, policy and strategy** to support the implementation of the GM Economic Vision along with supporting the city region's continuing response to Covid and the longer term approach to recovery.

This additional LEP capacity funding will continue to be used alongside GMCA funding to deliver the comprehensive management of the LEP, supporting the Chair and Board members in their roles, as well as enhancing the significant programme of support and activity to enable the LEP to drive forward its priorities.

- **£75k to promote Greater Manchester's Economic Vision** and assets. Marketing Manchester and GMCA Communications will collaborate on strategic and tactical communications activity to raise the profile of the GM Economic Vision, GM LIS and the GM International Strategy, to position Greater Manchester as a city-region that can support UK economic recovery and growth, while leading green growth and innovation and tackling inequalities

Guided by a Steering Group, Marketing Manchester and GMCA communications colleagues will deliver a rolling programme of strategic and tactical communications support for GM LEP, emphasising the role for Greater Manchester in enabling UK economic recovery and growth, the UK's levelling up agenda, innovation, and green growth.

This approach will be complemented by the work of the GM Public Affairs team with its focus on identifying, nurturing and activating productive relationships with political and strategic decision-makers to advance the priorities of the GMS

- **£25k to support delivery of the GM Economic Growth Programme.** The remainder of the strategic funding is allocated to support the GM Economic Growth programme with a focus on driving forward activities within the refreshed GM Economic Vision and GM Local Industrial Strategy and Implementation Plan to reflect our greater understanding of the

economic impacts of the pandemic, the new policy context and the cost of living challenges.

- **£25k to enable LEP Oversight and Governance.** In addition to this strategic work, the following funds are allocated to support the LEP's role in oversight and governance. This includes:
 - LEP Membership Review – £10k
 - Delivery of Activity to Support LEP Transition - £5k
 - Contribution to the LEP Network - £7k
 - LEP contingency for ad hoc activity including expenses - £3k

Local Growth Fund

3.5 The LEP achieved full spend of Greater Manchester's Local Growth Fund (LGF) allocation by March 2021 LEP and is on course to fulfil a five-year commitment to delivering jobs and economic development. As we enter recovery, the LEP will build on these foundations for economic growth in delivering against the strategies within the GMS.

3.6 The Government awarded a total of £493.5m over three Growth Deals to GM LEP between 2015-2021 for capital projects that will benefit the local area and economy.

3.7 The outcomes agreed in the original deal with Government were for 6,250 jobs to be created and for the public sector investment to generate £210m of private sector investment. Going beyond the levels agreed with Government, the latest figures at date of publication set out that 7034 jobs have been created (including 4118 indirect and 2916 direct jobs) and £432.4m has been secured in match funding.

Get Building Fund

3.8 Greater Manchester was 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.

3.9 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 (£4.2m)

3.10 The schemes are predicted to create over 11,000 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.

3.11 The LEP will continue to receive updates on any further outcomes secured by LGF/GBF funding programmes during 2022/23

Economic Monitoring Dashboard

- 3.12 Each LEP Board meeting will continue to be informed by an Economic Dashboard which draws out a subset of key metrics focussed on the GM economy as we move into recovery. This includes headline metrics and provides the latest data, the change and direction of travel compared to the last update and trends against the national picture where there is meaningful comparative data.
- 3.13 Subject to feedback from the board, further datasets may be added or removed as they become available to better reflect the developing GM economy

District Engagement

- 3.14 The LEP is aware that it cannot achieve the GM Economic Vision alone will to continue to work with partners in driving the economic recovery across Greater Manchester and ensure it delivers for all parts of the city region.
- 3.15 In 2022/23, the LEP Board will maintain its links with the areas which make up Greater Manchester by allocating a private sector lead to each of the 10 Local Authority districts. Representatives will be able to engage with districts through a range of channels supported by the relevant Local Authority/GMCA place teams ensuring that relevant District issues are brought to, and championed by, the LEP.
- 3.16 As part of this approach, the Board will focus on 'place' by holding its public meetings at local business venues in each district by turn to better understand local issues and engage local businesses and elected Members.
- 3.17 This approach complements the LEP's central role as the voice of GM business and reflects the following objectives:
- Improving local relationships in delivering the GMS for all parts of the city region
 - Strengthening LEP connection and visibility across all districts
 - Engaging with district business representatives to gather views/evidence from local business
 - Updating localities on GM wide plans and strategies.
 - Supporting delivery of key district initiatives

4. GOVERNANCE

LEP Board Leadership

- 4.1 Greater Manchester has developed a unique approach that already has GM LEP strongly integrated into the heart of our decision-making processes, putting the private sector at the centre of policy and strategy development.
- 4.2 Lou Cordwell is Chair of the LEP Board and also acts as the SME representative on the Board, championing those issues which affect small and medium sized businesses and ensuring these are addressed in LEP strategy and delivery.
- 4.3 The LEP has a nominated Diversity Champion who leads on lead on issues of diversity and inclusion – see below.
- 4.4 This model reflects the LEP’s commitment to be a modern, collaborative and ambitious voice of Greater Manchester business. This approach will build on the existing strengths and collaborative infrastructure of the Board and strengthen GM LEP’s platform of public and private partnership.
- 4.5 This approach was complimented by the most recent refresh of the LEP Board membership ensuring that the range and level of representation remains appropriate and that LEP members have the necessary skills and capacity to contribute to the LEP’s expanding role.
- 4.6 As part of the LEP’s commitment to equality, the review also focused on the need to ensure that the LEP reflects the breadth of economic sectors and is reflective of the wider GM population.

A High Performing Team

- 4.7 The LEP board has a clear ambition to build a high performing team that can make best use of the skills and expertise of individual members and ensures that the Board as a whole is greater than the sum of its parts.
- 4.8 This ambition is supported by a robust set of values that underpin the delivery of our strategic priorities.
- 4.9 The LEP already works in line with the Nolan principles of public life and each member has agreed to abide by the LEP Code of Conduct which reflects these principles. Beyond this baseline, the Board has adopted the following values in how it operates.
- 4.10 LEP Board members have committed to:
 - Being open and honest
 - Being inclusive and value everyone’s contribution
 - Being part of a team focused on delivering excellence
 - Ensuring participation and that everyone feels they can get involved
 - Being robust but constructive in providing challenge
 - Ensuring all decisions are evidence based and outcome focused
 - Being solution and goal orientated
 - Focusing on getting things done and adding value

- 4.11 The LEP meets regularly as a Board to oversee the work of the LEP and partners with a focus on strategy, governance and delivery. Alongside the strategic input and oversight at Board meetings, LEP priorities are also delivered through LEP member participation in a number of project teams and workstreams.
- 4.12 It is important that these meetings are structured to ensure effective, timely and high-quality decision making that maximises the impact of the Board and translates strategy into action.
- 4.13 The Board have therefore agreed that all meetings will reflect the following principles:
- All members agree that meetings are engaging and add value in driving agenda
 - The majority of time will be spent on quality debate with a focus on a small number of key issues that leads to agreed action
 - The remaining time will be used to address governance issues, reports for information only and any formal requirements
 - All papers and presentations should be concise and accessible
 - All presenters will assume that LEP members have already read their reports
 - LEP members will work with the relevant CA officers to lead development and discussion of their agreed Vision themes, deliverables and workstreams

LEP Board Oversight

- 4.14 As noted above, GM LEP recognises the scale of the economic impact presented by Covid and its main focus in 2022/23 will be on delivery of the GM Economic Vision ensuring the survival and long-term recovery of the Greater Manchester economy.
- 4.15 The LEP Board has met regularly since the start of the pandemic and will continue to do so to ensure they remain informed of the latest developments and can help drive the recovery of the city region.
- 4.16 Beyond the immediate response to Covid and the priorities identified in the GM Economic Vision, the LEP continues to support the longer term Greater Manchester approach to recovery and its existing GMS/LIS priorities.
- 4.20 The LEP will continue to monitor and respond to the current situation as well as plan for the next stage as we move into recovery through 2022/23 and beyond.

Diversity and Inclusion

- 4.21 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. Vimla Appadoo acts as its Diversity Champion to lead on issues of diversity and inclusion.
- 4.22 In 2022/23, 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.

Local, National and International Engagement

- 4.23 The LEP works in partnership at local, regional, national and international level for the benefit of the city region including working closely with MIDAS, Marketing Manchester and the GM Business Growth Hub.

- 4.24 In 2022/23, the LEP will maintain this engagement at local level to strengthen LEP connection and visibility across all districts and help to drive inclusive economic growth across the city region.
- 4.25 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.
- 4.26 GM LEP is an active member of the national LEP Network and is committed to further partnership working across the Network in future.