

Greater Manchester Local Enterprise Partnership Annual Delivery Report 2021/2022

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 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. A LEP Annual Delivery Plan was published in 2021 setting out the key activities that would help GM LEP realise this vision over the period April 2021 to March 2022.
- 1.6. This report highlights our progress in achieving in these priorities and, in line with the approach adopted by the LEP, is set out to reflect the key themes of Strategy, Performance and Governance

2. STRATEGY

GM Local Industrial 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 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
- 2.3 The LIS is underpinned by a strong evidence base in the recently updated Independent Prosperity Review.
- 2.4 The LEP recognises that it has a key role in driving the implementation of the LIS and allocated funding for 2021/22 in support of the agreed Year 2 LIS implementation activity in line with the GM Economic Vision and shaped by Board members in their respective LIS portfolio roles.
- 2.5 Alongside the GMS, the LIS set the overarching course for the LEP with detailed actions and outcomes set out in their respective Implementation Plans and evaluation frameworks. However, the unprecedented impact of the Covid required the LEP and its partners to re-evaluate their approach and address the challenges and opportunities arising from the pandemic.

GM Living with Covid Resilience Plan

- 2.6 The Greater Manchester Living with Covid Resilience Plan was a one year delivery document developed in 2021 to consider the impacts arising from Covid.
- 2.7 It captured the actions to be taken in the short term to build resilience and begin to respond to those impacts. The Plan recognised the significant and disproportionately impacts arising from Covid on Greater Manchester residents, businesses and places, but also sought to acknowledge the positive gains and innovations which supported Greater Manchester's response to the pandemic.

2.8 The Plan provided a bridge between the previous Greater Manchester Strategy and the refresh which took place in 2021. The LEP continued to take a lead in 2021/22 with GMCA via the Growth Company for coordinating the system to achieve the following deliverables:

- Providing 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 expanding the GM Good Employment Charter to drive more secure work, higher pay and better employment standards

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

2.9 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.

2.10 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.

2.11 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.

2.12 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.

2.13 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.

2.14 The GM Economic Vision formed the main framework of action for the LEP in 2021/2022.

Greater Manchester Strategy

2.15 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.

2.16 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.

2.17 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.

2.18 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.

2.19 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.

3. PERFORMANCE

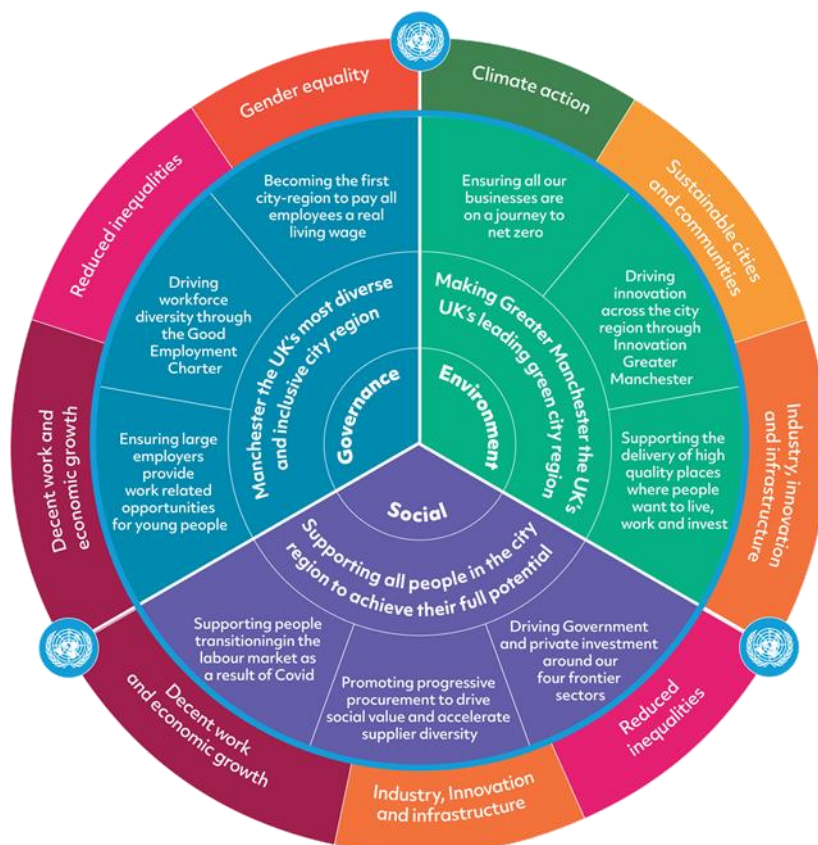
GM Economic Vision Delivery

3.1. The LEP drove three main agendas in 2021/22 at the heart of Building a Greater Manchester, Making a Greater Britain as we emerge from the Covid Pandemic. Those agendas were:

- i. Making Greater Manchester the UK's leading green city region
- ii. Tackling inequalities to make Greater Manchester the UK's most diverse and inclusive city region
- iii. Supporting all people in the city region to achieve their full potential

3.2 As a first step, the Board agreed to translate the LEP deliverables into a framework highlighting environmental, social and governance impacts that delivery of these ambitions will have for the people and businesses of Greater Manchester.

3.3 This ESG Framework illustrates how each action will support the delivery of the three overarching agendas of the Vision.



SUSTAINABLE DEVELOPMENT GOALS



The GM Economic Vision ESG Framework illustrates the positive outcomes that delivery on our ambitions will have for the people and businesses of Greater Manchester and how this responds to the United Nations Sustainable Development Goals.

3.4 It also highlights how each of these agendas aligns with the UN's Sustainable Development Goals. Adopted by all United Nations Member States in 2015 as part of the 2030 Agenda for Sustainable Development, the Sustainable Development Goals address the global challenges we face and provide a blueprint to achieve a better and more sustainable future for all.

3.5 The ESG Framework reflects how delivery of the GM Economic Vision will contribute to realising these goals particularly with regard to climate action; industry, innovation and infrastructure; sustainable cities and communities; decent work and economic growth; reduced inequalities; and gender equality.

- 3.6 LEP members contributed to the delivery of these actions through membership of workstreams with LEP Board leads identified to champion and drive their delivery.
- 3.7 Progress in delivering the Vision was regularly reported to the Board including quarterly performance monitoring updates and regular 'deep dives' on each Key Deliverable. Key highlights across the year include:

Making Greater Manchester the UK's Leading Green City Region

- Contributing to the **GM Levelling Up Deal** setting out a serious, positive offer to Government which will deliver a London-style transport network with affordable London-level fares, accelerating our plans for a net zero future with better, greener homes and communities: and better jobs and skills
- Supporting the development of **Innovation Greater Manchester** to deliver an innovation ecosystem across the city-region that will help level up our communities, generate the solutions we need to achieve net zero, and create the conditions for more businesses in more places to benefit from global exporting and inward investment
- This includes an **Innovation Deal** proposal developed and submitted to Government resulting in Greater Manchester being awarded an Innovation Accelerator as part of the Levelling up White Paper
- **Growth Locations** approach agreed supporting the delivery of high-quality places where people want to live, work and invest. Growth Locations represent places where there is significant opportunity for inclusive growth that can facilitate the development, regeneration and levelling of surrounding towns ensuring opportunities are realised across the city region
- **Bee Net Zero** website developed with programme launched at GM Green Summit

Supporting all People in the City Region to Achieve Their Full Potential

- Updating the **GM International Strategy** with its vision for GM to become a leading city-region in the UK and globally that leverages the benefits of internationalisation to help build a place where everyone can live a good life, growing up, getting on and growing old in a greener, fairer & more prosperous city-region
- Enabling business to meet the challenges of a dynamic economy remains a central priority of the LEP and so it continued to drive and shape a number of key **business support initiatives** including the Business Growth Hub; GM Leadership Hive; Journey to Net Zero; Green Tech Sector Support Service; Growth Hub Innovation Service; Made Smarter; GC Kickstart; and access to finance
- Supported the development of enhanced signposting of **GM investment offer** to entrepreneurs and investors
- **Skills support** commissioned for over 8000 people to reskill or retrain via ESF; 100,000 residents supported with skills courses through AEB; 60,000 residents supported by Working Well with 15,000 moving into work
- Developing a programme of support for the city-region's **Foundational Economy** that includes many of GM's key workers and essential services and has been particularly affected by the pandemic

Tackling Inequalities to Make Greater Manchester the UK's Most Diverse and Inclusive City Region

- **Driving workforce diversity** through the Good Employment Charter supporting SMEs with leadership & management; promotion of Racism in the Workplace report; a podcast on diversity in the workplace; and developing a business engagement workshop for people experiencing racial inequalities

- Working to become the first city-region to pay all employees a **Real Living Wage** with a target of 88% of GM jobs paying at least the real living wage by 2024. This included supporting **Real Living Wage Week 2021** to engage employers to adopt the Real Living Wage
- Working to ensure large employers provide **work related opportunities for young people** with 150,000 young people accessing GMACS by 2023.
- This included a **Curriculum for Life being** designed by the Youth Combined Authority to be accessed through GMACS as well as a **successful ‘Hype Day’** targeted at businesses creating opportunities for young people

District Engagement

3.8 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

3.9 In 2021/22, the LEP Board allocated a private sector lead to each of the 10 Local Authority districts and committed to holding Board meetings at local business venues in each district. Highlights of this approach include:

- First public **Board meeting held in Bolton** with **AGM held in Wigan** at Stephenson’s solicitors
- Supporting development of **Health Innovation Bolton** to attract potential private sector partners
- Engaging with **Bury Business Leadership Group** with a focus on branding and skills development
- Feeding into **Oldham economic review** and helping to identify innovation opportunities
- Supported partners in coming together to drive development of AMPI the **Advanced Machinery & Productivity Institute in Rochdale**
- Learning more about **Salford Business Leadership Group’s** plans and links to the GM Economic Vision
- Exploring how the LEP could add value to key local programmes with **Stockport Economic Alliance**
- Offering advice on **Trafford’s strategic approach** including Altrincham BID and their low carbon ambitions at Trafford Park
- Informing the business investment approach to **strategic site development in Tameside**
- Supporting **Manchester Airport Group’s £1bn transformation programme** with its vision to create state-of-the-art facilities that provide a first-class customer experience and cement the Airport’s role as the UK’s global gateway in the North

Communication and Engagement

3.10 In March 2021, the LEP Board agreed a Strategic Communications Action Plan to be delivered by Marketing Manchester and GMCA. The Action Plan outlined a rolling programme of activity for communications and content provision in support of the GM LEP priorities until March 2022.

3.11 The plan was designed to be reactive and responsive to changes and challenges at a local and national level, whilst reflecting the LEP’s key priorities. Activity was delivered through collaborative working with Marketing Manchester leading on content curation, events, design and digital elements and GMCA communication colleagues leading on media relations and public affairs.

3.12 This approach was 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 GM Economic Vision.

- 3.13 LEP Board members supported this activity by taking a lead for particular topics and themes in which they have expertise and experience to help drive action and communications/engagement in those areas.
- 3.14 A GM LEP Strategic [Communications End of Year Report 21/22](#) has been prepared highlighting the key communications, content, media coverage, digital activity and events that were delivered in support of the Action Plan.

Local Growth Fund

- 3.15 The LEP achieved full spend of Greater Manchester's Local Growth Fund (LGF) allocation by March 2021 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 GM Economic Vision.
- 3.16 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.
- 3.17 The outcomes agreed in the original Local Growth Deal with Government were for 6,250 jobs to be created and for the public sector investment to generate £210m match funding to be generated from skills, capital, economic development and regeneration (ED&R) and transport projects.
- 3.18 Going beyond the levels agreed with Government, the latest figures at date of publication set out that 7034 jobs have been created and £432.4m has been secured in match funding.

Get Building Fund

- 3.19 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.
- 3.20 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)
- 3.21 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.
- 3.22 The LEP received regular updates and progress reports on the GBF schemes during 2021/22.

Capacity Funding

3.23 GM LEP received an allocation of £500,000 from Government in 2021/22 to support the development of strategic growth initiatives in the city region.

3.24 The LEP Board agreed to allocate this funding as follows to drive LEP delivery of the GM Economic Vision:

- **GMCA: Research, Policy and Strategy Development - £250k:** To fund 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
- **Promoting Greater Manchester's Economic Vision and Assets - £123.5k:** To fund a Strategic Communications Action Plan 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 – see above
- **Delivery of specific projects to take forward the agreed Year 2 LIS implementation plan - £100k:** To support the agreed Year 2 LIS implementation activity, in line with the GM Economic Vision and shaped by Board members in their respective LIS portfolio roles to help drive overall delivery
- **LEP Membership Review – £10k:** Following the comprehensive Board review completed in early 2021, a small amount of funding was allocated should there be any further changes in Board membership – see below
- **Delivery of LEP Foresight Group - £5k:** The Foresight 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 - £7k**
- **LEP contingency for ad hoc activity including expenses - £4.5k**

4. GOVERNANCE

LEP Board Leadership

- 4.1 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.
- 4.2 This model reflects the LEP's commitment to be a modern, collaborative and ambitious voice of Greater Manchester business.
- 4.3 This approach was complimented by a review of the LEP Board membership completed in early 2021, 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.
- 4.4 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.
- 4.5 The LEP Board Membership review resulted in five new private sector members joining the Board. The review highlighted the quality and diversity of potential candidates with the refreshed board continuing to be gender balanced and having an improved representation of diverse communities.
- 4.6 The LEP Board also adopted a 'buddying' scheme to help support new members by pairing them with established members.
- 4.7 Subsequently, Sir Richard Leese stood down from the Board in December 2021 with the vacant place being taken by Cllr Bev Craig, Leader of Manchester City Council - see below for Board membership at the end of March 2022.

	Member	Business/Role
Private Sector Member (2021-23)	Lou Cordwell	Magnetic North (LEP Chair and SME Representative)
	Vimla Appadoo	Honey Badger Ltd (Diversity Champion)
	Miles Rothbury	Boohoo
	Marilyn Comrie	The Blair Project
	Justin Kelly	Siemens Plc
	Dame Nancy Rothwell	University of Manchester
	Richard Topliss	RBS & Manchester Growth Company Chair
	Lorna Fitzsimons	The Pipeline

	Steve Connor	Creative Concern
	Amanda Halford	GE Healthcare Life Sciences
	Chris Oglesby	Bruntwood Plc

	Member	Business/Role
GMCA Representative (2021-22)	Andy Burnham	GM Mayor
	Cllr Elise Wilson	Leader of Stockport MBC (LEP Deputy Chair)
	Cllr Brenda Warrington	Leader of Tameside MBC
	Cllr Bev Craig	Leader of Manchester City Council

	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

Transparency and Accountability

- 4.8 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.
- 4.9 The GM Local Growth Assurance Framework 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.
- 4.10 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.
- 4.11 The GM Local Growth Assurance Framework was updated in December 2021 with details of the refreshed LEP Board and GMCA memberships; inclusion of the Get Building Fund; clarification of governance protocols; and improved decision making, evaluation and audit protocols in line with new Green Book guidance.

- 4.12 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 in February 2022 to update GM Members on the LEP's work in delivering on its priorities with a focus on the GM Economic Vision.
- 4.13 The LEP held its AGM in November 2021 and all meetings, reports and minutes published on both the GMCA and LEP websites. The LEP has also committed to respond to any Freedom of Information requests.
- 4.14 The LEP website was regularly updated in 2021/22 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.
- 4.15 The LEP Board continued to act with integrity and committed to a new set of values in 2021 that go beyond the Nolan principles of public life and the LEP Code of Conduct including being open, inclusive, evidence based and goal orientated with a focus on adding value. The LEP has also adopted GMCA's complaints procedure and is covered by the GMCA Whistleblowing Policy.
- 4.16 More specifically, the LEP recognises the potential for 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.
- 4.17 The LEP published a Register of Interests which was updated on a six monthly basis along with the Gifts, Hospitality and Expenses Register which was updated as necessary.

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.
- 4.22 In 2021/22, the LEP explored how it can use its business experience and expertise to promote greater diversity and inclusion. This is reflected in the GM Economic Vision and its commitment to tackling Inequalities to make Greater Manchester the UK's most Diverse and Inclusive City Region – see above.

GMCA - The Accountable Body

- 4.23 During 2021/22, 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.
- 4.24 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
- Actively managing the devolved budget and programme to respond to changed circumstances
- Updating the GMCA corporate risk register and Risk Management Strategy

Local and National Engagement

- 4.25 The LEP works in partnership at local, regional and national level for the benefit of the city region including working closely with MIDAS, Marketing Manchester and the GM Business Growth Hub.
- 4.26 GM LEP continued to be an active 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.
- 4.27 GM LEP continued to engage with the national LEP Network, particularly in working with Government on the LEP Review and is committed to further partnership working across the Network in future.