Public Document

GMCA GREATER MANCHESTER COMBINED AUTHORITY

GREATER MANCHESTER COMBINED AUTHORITY

DATE: **Friday, 27th November, 2020**

TIME: **10.00 am**

VENUE: **This meeting will be held virtually via Microsoft Teams and will be live-streamed for public viewing. The link to watch the meeting is available on the meetings page of the GMCA website**

SUPPLEMENTAL AGENDA

5. Minutes of the GMCA Overview & Scrutiny Committees held during November 2020

To note the minutes of the GMCA Overview and Scrutiny Committee meetings held during November 2020:

c) Economy, Business Skills & Growth – 13 November 2020 – To Follow

6. Minutes of the GMCA Audit Committee held 20 November 2020 - To Follow

To note the Minutes of the GMCA Audit Committee held on 20 November 2020.

15. Monthly Economic Recovery Update - To Follow

Report of Cllr Elise Wilson, Portfolio Lead for the Economy.

20. Budget Reports

20.A GMCA COVID Finances Update 2020/21 1 - 10

Report of Councillor David Molineux, Portfolio Lead for Investment &

BOLTON	**MANCHESTER**	**ROCHDALE**	**STOCKPORT**	**TRAFFORD**
BURY	**OLDHAM**	**SALFORD**	**TAMESIDE**	**WIGAN**

Please note that this meeting will be livestreamed via www.greatermanchester-ca.gov.uk, please speak to a Governance Officer before the meeting should you not wish to consent to being included in this recording.

Resources.

20.B **Retained Business Rates Update** 11 - 46

Report of Councillor David Molyneux, Portfolio Lead for Resources & Investment & Steve Wilson, GMCA Treasurer.

For copies of papers and further information on this meeting please refer to the website www.greatermanchester-ca.gov.uk.

This agenda was issued on 20 November 2020 on behalf of Julie Connor, Secretary to the Greater Manchester Combined Authority, Churchgate House, 56 Oxford Street, Manchester M1 6EU

Membership 2020/21

District	Member	Substitute Member
Bolton	David Greenhalgh (Con)	Martyn Cox Con)
Bury	Eamonn O'Brien (Lab)	Tariq Tamoor (Lab)
Manchester	Richard Leese (Lab)	Bev Craig (Lab)
Oldham	Sean Fielding (Lab)	Arooj Shah (Lab)
Rochdale	Allen Brett (Lab)	Sara Rowbotham (Lab)
Salford	Paul Dennett (Lab)	John Merry (Lab)
Stockport	Elise Wilson (Lab)	Tom McGee (Lab)
Tameside	Brenda Warrington (Lab)	Bill Fairfoull (Lab)
Trafford	Andrew Western (Lab)	Catherine Hynes (Lab)
Wigan	David Molyneux (Lab)	Keith Cunliffe (Lab)

GMCA GREATER MANCHESTER COMBINED AUTHORITY

GREATER MANCHESTER COMBINED AUTHORITY

Date: 27th November 2020

Subject: GMCA COVID Finances Update 2020/21

Report of: Cllr David Molineux, Portfolio Lead for Investment & Resources
Steve Wilson, GMCA Treasurer

PURPOSE OF REPORT

The purpose of this paper is to update the Combined Authority on the financial implications of COVID 19 for GM Districts, GMCA and TFGM for the current financial year (2020/21)

It includes a summary of the latest returns from the ten GM districts, and update on GMCA budgets including TFGM and Metrolink.

RECOMMENDATIONS:

The GMCA is asked to:

1. To note and comment on the contents of the report.

2. To note the estimated financial impacts of COVID 19 on GM districts, GMCA and TFGM budgets.

CONTACT OFFICERS:
Name: Steve Wilson, Treasurer to GMCA
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E-Mail: steve.wilson@greatermanchester-ca.gov.uk

TRACKING/PROCESS	
Does this report relate to a major strategic decision, as set out in the GMCA Constitution	No
EXEMPTION FROM CALL IN	
Are there any aspects in this report which means it should be considered to be exempt from call in by the relevant Scrutiny Committee on the grounds of urgency?	No

Risk Management

Legal Considerations

Financial Consequences – Revenue – these are set out within the report

Financial Consequences – Capital - n o n e

BACKGROUND PAPERS: COVID 19 Finance update
September GMCA

GMCA COVID Finances Update 2020/21

1. Introduction

1.1 The purpose of this paper is to update the Combined Authority on the latest forecast financial implications of COVID 19 for GM Districts, GMCA and TFGM for 2020/21.

1.2 It includes a summary of the latest returns from the ten GM districts, and an update on GMCA budgets including TFGM and Metrolink.

1.3 The information presented reflect submissions made by the GM Districts at the end of October 2020/21

2. Summary of overall Financial Impact of COVID 19 Across GM

2.1 The table below shows the overall impact of COVID 19 across the ten GM authorities, the GMCA, TFGM and Metrolink. It is important to note this is only for the financial year 2020/21 and doesn't include any ongoing financial impact of COVID 219 beyond the current financial year.

Table 1: COVID 19 Financial Impact 2020/21

Description	Additional Costs (£m's)	Lost Income (£m's)	Total (£m's)	Funding to Date (£m's)	Net Costs (£m's)
GM Local Authorities	322	371	693	344	349
GMCA (Exc Metrolink)	13	39	52	3	49
Metrolink	0	57	57	57	0
Total	**335**	**467**	**802**	**404**	**398**

2.2 The table shows the overall impact of COVID 19 on Greater Manchester Authorities is estimated to be £802m in 2020/21 alone.

2.3 Government funding for the various areas of financial pressures has totaled £404m so far leaving a net impact of £398m.

2.4 The estimate of the gross financial impact of COVID 19 across GM authorities has increased significantly since the previous estimate. This is largely as a result of the growing level of infections seen in the post summer period and further restrictions put in place to manage the impact.

2.5 In September we reported to the Combined Authority that the gross financial impact before funding was forecast to be £755m so we have seen an increase of £47m since last reported. However whilst the gross impact has increased by circa 6% the funding provided has also increased with GM local authorities receiving a further £71m of Government funding from the fourth tranche which totaled £1bn nationally. The GM share of 7.1% represented an increase on previous funding shares.

2.6 The figures shown above do not include re-imbursement for lost sales, fees and charges income which is now provided through a new Government scheme. The first tranche of submissions have been returned by the districts and GMCA and we await confirmation of funding.

2.7 If these claims are successful the net cost to Greater Manchester could reduce by circa £45m reducing the net impact to £353m

2.8 The position is still subject to a significant number of assumptions and variables over the rest of the financial year and must therefore be heavily caveated.

3. Latest Assessment of Financial Impact on GM Local Authorities

3.1 Local Authorities across the ten GM districts submitted their latest and seventh COVID financial returns to Government at the end of October.

3.2 The table below shows the impact by area of both the increase in costs faced by the GM local authorities and the loss of revenue

Table 2: COVID 19 Financial Impact on GM Local Authorities by Spend Area 2020/21

Cost Area	Additional Costs (£m's)
Adult Social Care	150
Childrens Social Care	18
Education	4
Highways and Transport	3
Public Health	30
Housing (Exc HRA)	14
Cultural & related	22
Environmental and regulatory	10
Planning and development	3
Finance and corporate	21
Other	47
Total	**322**

Income Source	Lost Income (£m's)
Business rates (after reliefs)	68
Council Tax	68
Sales fees and charges	67
Commercial	159
Other income	9
Total	**371**

Total	**693**

4. GMCA Budgets

4.1 The financial impact on GMCA and TFGM budgets is analysed in the section below. This includes the impact in the following key areas:

i) Waste Disposal Budgets
ii) Greater Manchester Fire and Rescue Budgets
iii) Core GMCA Running Costs
iv) Retained Business Rates Growth
v) Transport Budget, TFGM and Metrolink

4.2 The current forecast impact for 2020/221 is shown in the table below with further details for individual areas:

Table 3: COVID 19 Financial Impact on GMCA 2020/21

Description	Additional Costs (£m's)	Lost Income (£m's)	Total (£m's)	Funding to Date	Net Costs
Waste	4.8	-	4.8	-	4.8
GM Fire & Rescue Service	2.5	-	2.5	2.6	- 0.1
Other GMCA Budgets	4.7	-	4.7		4.7
Retained Business Rates Growth	-	35.0	35.0		35.0
TFGM (excluding Metrolink)	1.0	4.0	5.0		5.0
Total	**13.0**	**39.0**	**52.0**	**2.6**	**49.4**

(i) Waste Budgets

4.3 Nine of the ten GM local authorities collaborate in the GM waste disposal service with Wigan having their own separate arrangements.

4.4 The service is funded through a levy to the nine districts and an agreed approach to dealing with any variance in costs due to higher or lower levels of waste being collected by the districts for disposal through the GM service. This adjustment is known as the levy allocation methodology agreement or LAMA.

4.5 The impact of COVID 19 on the first seven months of the 2020/21 financial year has led to increased tonnages of waste being collected by the districts both in terms of residual waste and commingled recyclables. The cost of the higher levels of residual waste is forecast to be £4.8m for 2020/21 with the higher levels of recyclable and commingled waste estimated at £1.9m. The additional costs are, however, offset by a number of savings including the increased rebate on recyclables and a forecast saving against the budgets set aside for the costs of Brexit of £5m.

4.6 The overall forecast impact on the waste budget for 2020/21 is shown in the table below and is currently estimated to be a £0.307m overspend for the year. As stated above though this is an estimate and is likely to change over the remainder of the year with collection tonnage level remaining somewhat volatile.

Table 4: GM Waste Budgets 2020/21

Description	Budget £m	Actual £m	Variance £m
Operational Costs	109.667	113.123	3.456
Operational Financing	49.118	46.822	(2.296)
Office Costs	5.755	4.812	(0.943)
Non Operational Financing	2.702	2.792	0.090
Total Budget	**167.242**	**167.549**	**0.307**

4.7 If the agreed cost allocation methodology (LAMA) was applied based on the current estimates of waste levels for the financial year there would be a recharge to the nine districts of £4.892m. This would result in a current forecast underspend against the GM budget of £4.585m for the year.

4.8 As detailed previously it has been agreed that where possible the increased cost of the LAMA charges to districts will be offset by a return of levy funding to at least cover the costs of the excess charge.

4.9 Based on the updated forecast for waste tonnages a return of levy funding of £6.720m would ensure no districts had a net cost of waste over their budgeted figure for 2020/21. The potential return of levy funding would be based on the waste contribution and not on the LAMA figures in order to protect the integrity of the LAMA.

4.10 This refund would be funded from the overall underspend post the levy contribution and a net contribution to or from reserves. Based on the latest analysis this would mean the underspend of £4.585m and an additional allocation from waste reserves of £2.135m.

4.11 For all but the district with the highest LAMA charge this would mean a net benefit against their overall waste budget. Those eight districts would share a benefit of £1.801m.

4.12 This proposal will need to be monitored each month to ensure it is affordable and any final drawdown of reserves if required will need to be approved in due course.

4.13 This refund would be additional to the previously agreed refunds of £15m at the July 2020 meeting and £5m at the September 2020 meeting of the GMCA. There will be further work undertaken to review the remaining waste reserves in the coming months with the potential for further funding to be returned to districts.

(ii) Greater Manchester Fire & Rescue Service

4.14 GMFRS has been a critical part of the COVID response across GM and have, as a result incurred costs in a number of areas.

4.15 The costs are set out in the table below and are covered by £2.6m of Government funding.

Table 4: GM Waste Budgets 2020/21

Cost Area	Additional Costs (£m's)
Pre-Arranged Overtime	1.474
Other Overtime	0.185
PPE	0.162
Cleaning and supplies	0.103
ICT Costs	0.300
Other Costs/ lost income	0.251
Total	**2.475**

(iii) Core GMCA Budgets

4.16 GMCA budgets are forecast to break even in 2020/21 net of a reduction to funding of £1m. The combined authority committed in September to reduce its core running cost by £1m. This represents 25% of core running costs and is being delivered through largely non recurrent efforts to support a one off freeing up of resources to return to the GM districts or invest in GM schemes to support the response to the pandemic.

4.17 The combined authority have, however, deployed a number of reserves to manage the impact of covid 19 across the region. This includes funding for the provision of the "Everybody In" scheme to support rough sleepers and underwriting the cost of securing PPE for front line staff across GM.

4.18 The cost of these schemes, as well as additional investment to support the work of the CA during lockdown, is £4.7m for GMCA

(iv) Retained Business Rates Funding

4.19 GM local authorities retain an element of their business rates growth under the pilot scheme introduced a number of years ago.

4.20 As reported to previous meetings of the combined authority it is currently assumed that the anticipated receipts of growth funding in 2020/21, previously expected to be £35m will not now be received.

4.21 As a result the CA has had to reduce the number of potential schemes that could be funded from this budget.

(v) <u>Transport Budgets and TFGM</u>

4.22 Transport budgets, in particular Metrolink, continue to come under significant pressure from the impact of COVID 19 and the lockdown period.

4.23 Excluding the impact of the loss of Metrolink fares revenue TFGM is forecasting a potential deficit in 2020/21 of £5m which is made up of a number of items including lost income from tendered services and lost departure charges income of around £4m and additional costs of £2.5m. The impact is offset by some operational savings including furloughing of staff.

4.24 Bus companies continue to be funded at pre-covid activity levels through central Government support and the continuation of local funding for concessionary travel also at pre-covid levels. This excludes funding for "our Pass" which will continue to be paid on an actual basis. Forecasts for "our pass" activity for the year will be continue to be reviewed.

4.25 Any cessation of Government support for the bus sector would have a significant impact on the provision of services in GM and potentially lead to TFGHM having to pick up the mileage and costs of some services.

4.26 Turning to Metrolink, patronage on the network continues to be significantly lower than normal which is having a material effect on fare box income for the network. The total shortfall for 2020/21 is forecast to be between £53m and £61m. A package of support from central government had been agreed which will cover these costs in full, subject to a reconciliation exercise and a Ministerial review in January 2021 to review the latest position.

5. Support for GM Authorities from GMCA Budgets

5.1 There are a number of areas where GMCA has been able to support the finances of the GM local authorities through a review of the reserves held by the CA and where possible the return of these reserves to districts.

5.2 These have been the subject of approvals at previous CA meetings and are summerised in the table below:

Table 5: GMCA Support to Districts

Description	Total Benefit to Districts £m's	Comments
Return of Funding		
Waste Reserves	20.00	Strategic review of waste reserves
Waste LAMA	6.72	To be confirmed based on final tonnage figures at year end
RIF Homeless funding	2.00	Funded *"everyone in"* scheme
Business Rates	16.80	Proposed return of funding to districts from the retained business rates reserve
CA Budgets	1.00	25% of core budgets
Sub-total Return of funding	**46.52**	
Deferral to future years		
Bus reform	17.80	Funding for a potential bus reform decision to be phased later in programme
Transport Levy Phasing	20.00	Potential to re-phase transprot levy payments to manage immediate financial pressures. Figure to be confirmed.
Sub-total deferral	**37.80**	
Total	**84.32**	

6. Recommendations

6.1 The GMCA is asked to:

3. To note and comment on the contents of the report.
4. To note the estimated financial impacts of COVID 19 on GM districts, GMCA and TFGM budgets

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GMCA GREATER MANCHESTER COMBINED AUTHORITY

Date: 27th November 2020

Subject: Retained Business Rates Update

Report of: Cllr David Molineux, Portfolio Lead for Investment & Resources
Steve Wilson, GMCA Treasurer

PURPOSE OF REPORT

The purpose of this paper is to update the Combined Authority on the latest position against the retained business rates pilot scheme

The report considers the impact of COVID 19 on the plans for the scheme and provides members with an updated analysis of the current funding, the approved programmes and the final list of proposed investments from the scheme.

The paper highlights the remaining uncommitted funds and proposes these are re-distributed to the 10 GM authorities.

RECOMMENDATIONS:

The GMCA is asked to:

- To note and comment on the contents of the report.
- To note the latest position against the approved investments from the retained business rates reserve
- To approve the proposed seven additional schemes at a cost of £15.9m
- To approve the return of the residual funding of £16.7 to the 10 GM Authorities on the proposed basis to be confirmed between the GMCA treasurer and the District Treasurers
- To note the proposals for ongoing monitoring of business rates investments and that the use of any further slippage is brought back to the CA for approval with a priority placed on supporting businesses and district's financial positions

CONTACT OFFICERS:
Name: Steve Wilson, Treasurer to GMCA
Telephone: 0161 778 7004
E-Mail: steve.wilson@greatermanchester-ca.gov.uk

TRACKING/PROCESS	
Does this report relate to a major strategic decision, as set out in the GMCA Constitution	No
EXEMPTION FROM CALL IN	
Are there any aspects in this report which means it should be considered to be exempt from call in by the relevant Scrutiny Committee on the grounds of urgency?	No

Risk Management

Legal Considerations

Financial Consequences – Revenue – these are set out within the report

Financial Consequences – Capital - n o n e

BACKGROUND PAPERS: COVID 19 Finance update
September GMCA

Update on Retained Business Rates

1. Background

1.1 In previous updates to the Combined Authority we have analysed the impact of the COVID 19 pandemic on the funding available to GM through the retained business rates pilot scheme and the impact that might have on the proposed use of that funding.

1.2 The pandemic has the following impacts on the scheme:

i) Anticipated receipts of £35m for 2020/21 are not now expected to be delivered, with latest forecast by districts suggesting no additional receipts should now be assumed.
ii) The impact of COVID 19 may mean the original investment plans are no longer relevant and must therefore be reviewed.
iii) The financial impact of COVID 19 at a GM and district level mean all planned expenditure should be reviewed and only committed if essential.
iv) Any uncommitted residual funding from business rates could be used to support the current financial challenge faced by districts.

1.3 Following discussions at previous meetings officers, in conjunction with portfolio holders, have reviewed the remaining commitments and potential bids against the retained business rates funding.

1.4 If we now assume no additional funding for 2020/21, which is the final year of the current scheme, the total funding carried forward into 2020/21 of **£63,527k** is the total now available for commitments in this year and beyond.

1.5 The February 2020 CA meeting approved a number of new commitments against this funding which, added to the previous commitments agreed by the CA meant a total of **£32,046k** of the remaining funding had been approved for spend.

1.6 In addition to the approved schemes the February meeting of the CA also received details about potential further commitments of **£44,395k**.

1.7 Funding the proposed schemes would have required at least **£12,914k** of additional business rates receipts in 2020/21 and it therefore became clear that all schemes, both those previously approved and those newly proposed needed to be reviewed to, as a minimum, contain plans within the funding available and potentially allow any residual funding to be returned to the ten GM districts.

1.8 Based on the analysis above it was formally confirmed with the GM districts that even in the event of additional business rates income accruing in 2020/21 no funding will be transferred to the CA this year. Any decisions on the approach to be taken to that funding will be the subject of subsequent discussion in 2021/22.

2. Review of Commitments and Proposed Schemes

2.1 Following an initial review of the commitments against and potential applications for the remaining retained business rates funding the CA received an update in September which identified a reduction against the potential uses of the funding of £25.5m.

2.2 This level of savings would have freed up **£12.6m** which would be available for investment or could be returned to the 10m GM districts.

2.3 Following discussions in September officers and portfolio holders were asked to identify whether any further savings could be found within the remaining schemes or from the existing commitments even those which were the subject of contractual arrangements.

2.4 This subsequent review has identified a further potential saving against the actual and potential commitments of £4.1m.

2.5 That saving reduces the proposed new investments from the business rates reserve to £15.9m and increases the amount freed up for potential return to districts to **£16.7m**

2.6 Subject to the approval of the remaining schemes the £63.5m of available business rates funding would be disbursed as follow:

Retained BR Reserve	£63.5m
Committed Schemes	(£30.9m)
Proposed Investments	(£15.9m)
Residual funding available	£16.7m

2.7 This represents an overall reduction of £29.7m or 39% of the original planned expenditure.

3. Committed Schemes

3.1 The table below breaks down the committed schemes which make up the £30.9m identified above. This is following work undertaken to reduce the cost of programmes wherever possible which released £1.2m of the previously approved commitments.

3.2 Work will continue to identify any further reductions in these schemes and any slippage will be reported back to the CA as part of regular updates on spend against the business rates reserve.

Approved Commitments against Retained Business Rates Reserve

Description	Approved Funding (£000's)	Reductions (£000's)	Remaining Commitments (£000's)
Full Fibre Revenue Costs	158	0	158
GM Spatial Framework	1,045	0	1,045
Cricket Strategy	600	0	600
GM Digital Strategy	1,360	(420)	940
Unified Architecture	4,800	0	4,800
LGBT+ Centre	337	0	337
Employment Charter	653	0	653
5 Year Environment Plan	889	(180)	709
GM Productivity programme	11,127	(250)	10,877
Health & Social Care Partnership Contribution	960	(336)	624
Cultural and Social Impact Fund	2,000	0	2,000
Youth Combined Authority	100	0	100
Marketing Manchester / MIDAS	1,100	0	1,100
GM Resilience Officer	240	0	240
Industrial Strategy	2,877	0	2,877
Election	3,800	0	3,800
Total	**32,046**	**(1,186)**	**30,860**

Remaining Potential Schemes

3.3 The remaining seven additional schemes which now total £15.9m are listed below. The table also highlights the fact that of the originally proposed commitments £28.5m of reductions have been made.

3.4 The most significant reduction is to the proposed funding of the GM infrastructure programme revenue costs. Funding for this programme will now be sought from the Transforming Cities (TCF) Grant with £7.5m funding from the grant in 2020/21 and a further £7.5m proposed from the TCF grant in 2021/22.

3.5 The spatial Framework proposal allows the current work to continue but has been reduced on the basis that £1m of funding in the GM Housing Deal Reserve is used to fund some of the costs.

Proposed Business Rates proposals for 2020/21

Scheme	Total £'000s	Reduction £'000s	Revised £'000s
GM Spatial Framework	1,045	(1,000)	45
Employment charter & Economic Response to COVID	2,000	0	2,000
Business & Productivity Programme	7,000	400	7,400
Marketing Manchester and MIDAS	4,450	(2,200)	2,250
GM Infrastruture Programme	20,000	(20,000)	0
Skills & Work / Apprenticeships	3,000	(1,800)	1,200
Green: Five Year Plan - renewables and retrofitting	2,000	(1,500)	500
Town Centre Challenge	900	(900)	0
Reform Investment Fund - Youth Homelessness Prevention	4,000	(1,500)	2,500
	44,395	**(28,500)**	**15,895**

**This has already been reduced in pre-budget discussions from extension of existing expenditure profile of £11.8m*

3.6 These schemes are detailed in the appendix below and the Combined Authority is asked to approve the schemes subject to any appropriate caveats.

3.7 The description of the schemes includes the key outcomes, milestone, and approach to monitoring the invested, the impact of not approving the investment and the impact of a further reduction in the funding allocated to the programme.

4. Ongoing Monitoring of Schemes

4.1 All schemes both those previously approved and those requesting approval today will be subject of robust monitoring process as set out in the appendix to this document.

4.2 The CA and district leads will continue to endeavor to reduce the costs of schemes where possible. Any further reductions will be reported to the CA for consideration of further investment of freed up resources with a priority placed on supporting businesses and district's financial positions

4.3 We will update the CA on a quarterly basis of the latest position on schemes including progress against milestones, delivery of outcomes and any identified savings or slippage

5. Residual Funding

5.1 As detailed above the approval of the proposed schemes will leave at least £16.7m residual funding in the retained business rates reserve.

5.2 It is proposed that the CA approve the release of the full £16.7m for distribution back to the 10 districts on the same basis as previous distribution of retained business rates. This is on a 50% population and 50% contribution basis.

5.3 The final amounts to be distributed will be agree between the GMCA Treasurer and the District Treasurers

6. Recommendations

6.1 The GMCA is asked to:

- To note and comment on the contents of the report.
- To note the latest position against the approved investments from the retained business rates reserve
- To approve the proposed seven additional schemes at a cost of £15.9m
- To approve the return of the residual funding of £16.7 to the 10 GM Authorities on the proposed basis to be confirmed between the GMCA treasurer and the District Treasurers
- To note the proposals for ongoing monitoring of business rates investments and that the use of any further slippage is brought back to the CA for approval with a priority placed on supporting businesses and district's financial positions

Skills and Work/Apprentices Proposal

Scheme Name	Skills & Work / Apprenticeships	
Original Scheme cost	£	3,000.00
Proposed Reduction	£	1,800.00
Revised Scheme Costs	£	1,200.00

Lead Director	Gemma Marsh
CEMT Sponsor	Simon Nokes
Portfolio Lead	Joanne Roney
Chief Exec Lead	Cllr Sean Fielding

Description of Scheme

As a result of the pandemic and its impact, considerable restart and recovery activity is now underway across the Greater Manchester system. This is taking place in localities, at GM level, thematically and across sectors. A significant strand of this work relates to the labour market. The GM Employment & Skills Advisory Panel chaired by Cllr Sean Fielding has worked hard to strike a balance between responding to the needs arising from the evolving pandemic and maintaining the necessary focus on the existing priorities, so that those who already faced labour market challenges prior to the pandemic are not displaced or overlooked as an unintended consequence. In some ways, this has presented a new range of challenges as we face the biggest socio-economic upheaval since the Second World War. Yet in other ways, the vision for our residents, communities and employers, the ambitions and opportunities of our Local Industrial Strategy, and the priorities that had been identified by GM's ESAP prior to the pandemic, are as relevant as ever.

More than ever, young people must have clear lines of sight into education, training and employment opportunities in sectors that are active and growing, together with the support that will help them take their chosen pathway. Deep-seated spatial inequalities between places must be tackled, and have been brought into sharper focus than ever before by the uneven impact of the pandemic on different cohorts and communities. The complex barriers facing some of our residents around learning and/or work remain and must be addressed if we are to prevent further displacement. Inclusive growth and productivity gains, particularly within GM's frontier sectors, remain crucial to GM's future and will help to stimulate wider recovery. And challenges around low pay and in-work progression, particularly within the foundational sectors of our economy, have been highlighted by the absolutely vital role played by key workers in sectors such as social care, retail/logistics and the public services during the crisis.

The scheme will look to support key groups and business sectors to reduce inequalities and the impact of increased unemployment as well as the threat of huge spikes in young people Not in Education, Employment or Training (NEET);

- Ensuring quality jobs are implemented in the 'Kick Start' Programme; A new Board is working in a stewardship role with partners and local authorities building on best practice and lessons learnt from FJF.

- Implementing and ensuring close working with JCP & localities with the newly unemployed programme for 3-6 month claimants and the new long term unemployed scheme: this will also need coordination with NCS & AEB to provide a full labour market response. Supporting greater co-location of JCP with place-based teams.

- Stimulating demand for Apprenticeships/Traineeships/T-Levels and the grant from the Spring Statement from employers will require a FTE to work across GM.

- GMACS/BridgeGM ongoing development/maintenance to keep it functional to support all young people to apply to technical courses and apprenticeships and provide relevant labour market information to inform choices and ensure it respond to actions from the Young Person Guarantee; It would also support the Careers work and activity to connect to the wider agenda and begin to support schools and colleges with the Curriculum for Life as part of wider system support approach to a young person's personal development.

- Following the covid pandemic and building on the work around reducing NEETS and Youth Unemployment it is suggested that there is a need for investment to drive this work and create a Young Person Guarantee.

- Some of this investment would underpin a risk of NEET indicator, local research into the characteristics of GM NEET young people, smarter working between services such as health, skills and children's along with tracking functions and key transitions.

- Focusing on Higher Level Technical Skills is important; some of the investment will ensure capacity to develop a Talent City bringing together schools, FE, HE alongside business to support retraining and development of L4/5 as set out in the LIS.

Key Benefits

By working through the ESAP and with Local Authorities the benefit of the scheme will be more targeted and support those residents and young people that may not benefit from universal services. It will fully support the outcomes of Priority 2 & 3 within the GMS to reduce unemployment, reduce NEET young people and also increase the levels of learning across GM.

- It will target inequalities in cohorts as well as place.
- economies of scale across staffing needs in GMCA & LA/Partners
- Co-ordination between programmes to avoid duplication

Key outcomes and Deliverables

The key outcomes that will be delivered by this programme are captured in the table below

Metric	Anticipated Impact
Reduce unemployment Youth	Kick Start Programme will deliver 16,000 new jobs across GM
Reduce newly unemployed	Working Well JETS will support 13,000 people
Reduce NEETs	Young Person Guarantee will deliver an offer for all 11-30 year olds
NEET tracking	Support to LA's to track over 18's across GM to support statutory duty.

Increase in Apprenticeship	Currently there has been a significant drop in apprenticeship starts; the funding will support a networked approach to stimulate demand and also ensure the Levy Match Making service is utilised.
Increase in number of YP accessing GMACS	Currently 6000 YP are using the careers tools on GMACS this will increase as all schools & colleges are onboarded
Increase in skills provision relevant for LIS sectors & growth	AEB & ESF funding being used to support business & residents at all levels

Match Funding

The scheme does not deliver match funding

How will Delivery of the Scheme be Monitored?

The ESAP and Children's Board has key ownership of the Work & Skills Plan as well as the recovery element; each programme described above will have a steering group or sub board that will include members of the ESAP. Progress will be monitored and reported as with any other work & skills project into ESAP to ensure transparency. Updates are also given at Local Leads which includes a representative from each LA.
As some of the programmes will be DWP funded there will also be national interest in how the scheme is working similar to Work & Health which currently outperformed the national contracts. Also the YPG is a Mayoral priority so will also have an additional reporting line to the Task Force."

Milestones

The key milestones for the delivery of the scheme are set out in the table below

Date	Milestone Description
Sep-20	KickStart is due to begin, GMCA are working hard in a stewardship role and have implemented a Kick Start Board chaired by Mo Isap.
Nov-Dec-20	YPG will be announced in 3 phases; options for YP will include co-ordinating what is already out there but also may require new support based on what YP have said.
Mar-21	NEET tracking function developed with LA's
Sept-Dec 20	FTE employed to drive Apprenticeship/Technical campaign
Jan 21	GMACS fully operational
Dec 20-Mar 21	New provision to respond to furlough linking people with sectors that are recruiting; driving higher level technical skills and retraining

Consequences of not delivering the Scheme

These investments are even more critical in the current climate as the labour market responses required for both young people and older residents have been increased and this is unlikely to go away in the next few years: This work will be central to the ESAP recovery plan and has been

identified by the RCG as being a priority; the funding will support activity across YP where we have little funding out of current programmes and also for GMACS which provides information about jobs/opportunities/careers & courses to YP; this has been paid for solely by reserves at present.

Consequences of reduced investment

The proposed funding for the scheme has been reduced by 60% to support the need for funding to reach all priorities; however anything more would see a huge impact on the scheme as levels of staffing and activity would need to be reduced in terms of volumes across LA areas or stopped completely. Although the reduction seems large at this given time it will align, add value and fill gaps to current local and new proposed national programmes. This is not the only investment in the labour market and the purpose of this request is to ensure capacity to work across GM as well as filling gaps where there is limited national/devolved funding and also known reductions across LA partners. Delivering cross GM programmes do give economies of scale and the team works well to support and enhance LA's with this work- New programmes focus on certain cohorts and the additional work required across GM to ensure they land and connect in with place takes co-ordination from the GMCA and within LA's.

Current new programmes bring minimal management fees and to support residents & business across GM takes co-ordination which GMCA brings economies of scale through dedicated staff that work across programmes to ensure they are aligned and avoiding duplication; also it is critical to minims risk through high quality contract management which is undertaken in GMCA on behalf of all programmes.

Also there needs to be a shift to support other programmes like Green and sectors that need to adapt; there is a link between how we connect business with people and stem the flow of unemployment; we will support providers to pivot as well as JCP to respond to the data and intelligence we gather and match people with jobs across sectors.

There is limited funding from Government for Young People other than Kick Start and reductions have already been seen across LA's; the YPG will increase opportunities for yp across all areas and has already reached down into communities; this work has currently been funded through redirecting W&S funding; however the outcomes will not receive a level of funding so BR will support the roll out of recommendations across LA's; whilst also utilising current ESF and other funding. There is also a current lack of prevention activity around NEETS so this funding will support LA's and partners to work differently under the YPG to prevent an increase in NEETS following the Covid19 Crisis.

GMACS is currently funded through diverted W&S funding and has now got traction from schools; colleges; business and over 6000 young people are accessing the information. The platform will underpin the YPG and will be clearly linked to what YP have been telling us; also the BridgeGM element will be developed to be a point of contact for businesses to engage across GM in labour market responses.

Green: Five Year Plan - Renewables and Retrofitting

Scheme Name	Green: Five Year Plan - Renewables and Retrofitting	**Lead Director**	Mark Atherton
Original Scheme cost	£2,000	**CEMT Sponsor**	Simon Nokes
Proposed Reduction	£1,500	**Portfolio Lead**	Cllr Andrew Western
Revised Scheme Costs	£500	**Chief Exec Lead**	Alison McKenzie Folan

Description of Scheme

GMCA and Districts (+OPE) have undertaken two analyses:

1) Soft market testing of the costs to retrofit GM public buildings and

2) Soft market testing of installation of Solar Photovoltaics on publically held land.

These evaluations indicate significant opportunity for GM Districts to invest in decarbonising the public estate and generate local renewable energy. Realising both of these schemes will require additional GM resources to develop investment grade propositions prior to seeking investment. The original ask of £2m has been reduced to £500k in recognition that BEIS has announced £1Bn funding for Public sector retrofit projects (subject to bidding) and this will include some development costs (£983k), however recent experience has shown the value of Districts being provided with expert centralised support in the formulation of schemes to meet the bid deadlines (£50k). Ground based Solar PV (as per item (2)) will not be eligible under this scheme and therefore development costs of £450k are still required to take these propositions forward.

Key Benefits

Both schemes will act towards delivering each Districts Climate Emergency Declarations, reducing carbon emissions immediately and generating cost savings in the longer term. Specifically:

1) Decarbonising public buildings example: review of 8 typical GM buildings (civic/leisure/administrative) an investment of £7.7m will produce £1.14m annual costs savings (6.7 year payback) plus 2493 tonnes CO_2 savings per year (50% reduction in carbon emissions by 2030)

2) Solar Photovoltaic example: 79 shortlisted sites offer a potential pipeline of 11.5 MW energy generation, and 2335 tonnes CO_2 for a capital investment of £10.9m. Investment of this type and scale will also create employment in the local construction and energy sectors. Aggregation of these schemes is important to get economies of scale and deliver income of 10% of investment per annum.

Key outcomes and Deliverables

The key outcomes that will be delivered by this programme are captured in the table below:

Metric	Anticipated Impact
Carbon reduction from buildings	Up to 50% reduction in carbon emissions by 2030
Cost savings from Building retrofit	15% of investment per annum
Payback period for building retrofit	6-7 years
Carbon reduction from PV	2,335 tCO2 (if full programme taken forward)
Income from PV (for 25 years)	10% of investment per annum
Payback period for PV	9 Years

Match Funding

The scheme allows the combined authority to access the following match funding:

Source of Funding?	1) National Government – BEIS (Public Sector Decarbonisation Scheme) 2) Potential private sector investment as match
Amount of Funding?	1) up to £1billion (subject to bid) 2) up to 50% of the development cost
Key conditions for Receipt?	1) Competitive Bid – to Public Sector Decarbonisation Scheme2) value/profit sharing as an option

How will Delivery of the Scheme be Monitored?

The Programme is monitored via the Green City Region portfolio Board (Chaired by Cllr Western), supported by the 5 Year Environment Plan Programme Delivery Executive (Chaired by Alison, Mckenzie Folan). Progress against all programmes are monitored and reported quarterly. Any schemes which do not deliver against expected outcomes are initially supported to get back on track. Schemes failing to achieve outcomes consistently would be halted. Relevant District Officers are engaged via the monthly Decarbonising Public Estate meetings and Climate Emergency Liaison Meetings.

Milestones

The key milestones for the delivery of the scheme are set out in the table below

Date	Milestone Description
October	Review BEIS funding opportunity and assess scale of GM bid. Complete PV Options analysis
November	Bid for Public Sector Building Retrofit Funding
January	Commence Implementation of Building Retrofit and business case feasibility for PV
March	PV - Assess potential for risk/value sharing with the private sector
April	Commence implementation of PV delivery

Consequences of not delivering the Scheme

The Government has just announced a £1Bn funding pot for Public Sector Retrofit schemes. Without the Business Rates funding, Districts will not have access to centralised capacity and expertise to successfully bid into this pot for their District, resulting in: not reducing carbon emissions; not reducing district energy costs and not advancing actions to support climate emergency declarations.

The development finance for the PV schemes will directly support all Districts with PV opportunities to develop investment grade propositions which can be taken to the market to finance or part finance at the discretion of the District. Without this funding, the schemes will either not progress, or will need to be progressed individually by Districts, which removes the opportunity for achieving economies of scale. There is a deminimus under which the economies of scale benefits of working collaboratively cannot be achieved.

Consequences of reduced investment

Further savings are, to a degree, proportional to the outcomes - the less invested, the less achieved/ saved.

Buildings work will still progress; PV work will reduce by 10%

Business & Productivity Programme

Scheme Name	Business & Productivity Programme	**Lead Director**	Donna Edwards
Original Scheme cost	£11,800.00	**CEMT Sponsor**	Simon Nokes
Proposed Reduction	£4,400.00	**Portfolio Lead**	Elise Wilson
Revised Scheme Costs	£7,400.00	**Chief Exec Lead**	Jim Taylor

Description of Scheme

The proposed Phase 2 of GC Business Growth Hub's Business Productivity and Inclusive Growth Programme (BPIG) would continue to build on supporting businesses seeking to start, grow and develop, through leadership and workforce development, innovation, investment, internationalisation and resource efficiency/carbon reduction, continuing to support Covid19 recovery and future resilience throughout the business community.

The current range of services is delivered via digital information services, cohort programmes, local access workshops, in addition to a range of 1-2-1 intensive support under key themes, with services directly aligned to GM's latest key priorities set out under the Local Industrial Strategy. This programme, which would extend delivery to June 2023, has potential to lever up to c7.9M of ERDF and other funding, delivering support to 1240 businesses and creating 680 jobs, with a potential ROI of £6.70 per £1 invested. An account management approach ensures that businesses across the whole of GM receive the right specialist service at the right time, supporting a coordinated and successful growth journey, aligned to local LA business priorities.

This investment will build on an original £26.1M GMCA investment made in 2017, which is due to finish in December 2021 and which levered £21M of ERDF and partner match to support a range of services including leadership and workforce development, innovation, investment, internationalisation and resource efficiency/carbon reduction. Continuation of delivery at current state to June 23 would require investment ask of c£15M. An investment from GMCA of £7.4M presents an overall/cumulative reduction in CA funding of c50%. This removes key GC BGH services, with those remaining severely reduced. Previously, The Growth Hub had presented an ask of £11.8M (which would have enabled GM to leverage all available £12.2m of ERDF and other funds and continue the majority of services, albeit at a reduced rate).

As a result of this c50% cut in funding prioritisation decisions will need to be made to identify which key GM policy priorities (subject to EDF match considerations) will have to cease or be reduced.

The current programme is on track to deliver against all metrics with an ROI of £5.58 for every £1 of GMCA funds invested, assisting 1,300 start-ups, delivering 3,640 business assists and creating 2,414 jobs.

Key Benefits

Key benefits to the programme include:

A strong sector-focus - designed to boost internationally competitive businesses in GM's recognised prime capability and LIS transformational sectors (e.g. Health and life sciences, manufacturing materials, DCT and green technologies) together with those in high employment and foundational sectors.

A core focus on geographic inclusivity - GC Business Growth Hub (GC BGH) works closely with key stakeholders and partners across all 10 Local Authority areas to ensure delivery is in line with business base split and is tailored to local economic and social need. GC BGH is committed to working collaboratively with LAs, to support all districts to drive growth, and capitalise on their local distinctiveness, strengths and comparative advantages. GC BGH also provides ongoing support to individuals and communities, focusing on; health, wellbeing, employment and job stability, social-standing and development.

Inclusive Growth - this underpins every aspect of the GC BGH's programmes, developing a clear framework of support that upskills both advisors, wider staff and SMEs through 1-2-1 and workshop engagement, building knowledge and awareness on a range of topics whilst also embedding this knowledge into processes in workforce development, recruitment and retention. Themes include volunteering, modern slavery, skills development, diversity, GM Good Employment Charter engagement, Real Living Wage, Health and Wellbeing, female entrepreneurs, engaging with schools to promote entrepreneurship and over 50's support.

Enabling GC BGH to work with larger and non-ERDF eligible companies - this is provided by the account management services who would normally be ineligible through ERDF funding criteria.

Long-term commitment to achieve GM's long-term environmental vision to be carbon neutral by 2038 - The Hub embedded the award-winning Enworks programme into its services in 2013. This offers companies a resource efficiency review that identifies opportunities to cut energy, materials and water consumption, and reduce waste from existing processes and has resulted in annual reductions in Greenhouse Gases of 3,317 tonnes. GC BGH has also created a sector development programme for the green technologies and services sector that helps companies identify and tackle barriers to growth and provides access to supply chains. The innovation service also enables firms with environmental innovations to access the latest research in universities and other research institutions.

Providing GM with a vital strategic, agile and responsive capability - supporting GMS delivery; Digital Blueprint; 5 Year Environmental Plan; Internationalisation Strategy; work and skills priorities; and reacting to real-time business challenges (e.g. Floods, Thomas Cook, Shop Direct and Brexit) and integrating new national and local initiatives, simplifying access for businesses.

Supporting recovery and resilience: COVID-19 - GC BGH has taken a key delivery role in the region's response to COVID-19 and GM's one year recovery plan. Building on this further funding would allow for continued support beyond the end of the current programme, enabling businesses to survive and thrive as the future landscape emerges. This will build on learning from ongoing surveying of GM businesses (now the largest non-national Covid19 related survey in the UK), redesigning, channel-shifting and digitising of core services and pro-active outbound campaigns reaching 27,000 businesses and directly engaged 2,000+ business leaders (new to GC) GM partners."

Key outcomes and Deliverables

The key outcomes that will be delivered by this programme are captured in the table below:

Metric	Anticipated Impact
Businesses assisted	1,240*
Businesses receiving IDB Support	160
Jobs Safeguarded	2,860
Jobs created	680
Research co-operations	50
New products to firm	155
Entrepreneurs supported	765
New business start ups	210
Greenhouse gas reduction (tonnes)	2365

**These outputs exclude all additional outputs secured from other income the Growth Hub attracts because it runs the scale and diversity of the BPIG programme.*

Match Funding

The schemes attracts the following match funding opportunities for GM, noting that considerable match leverage has already been lost by the reduction in the programme from £11.8m

Source of Funding?	ERDF & private match-funding.
Amount of Funding?	**£7.9M** (Ringfenced subject to CA funds) cumulative reduction of £4.4M compared to original proposal against £11.8m programme.
Key conditions for Receipt?	A minimum of 50% of the total grant value must be match-funded.

How will Delivery of the Scheme be Monitored?

The Growth Hub would remain under direct leadership and governance of the LEP, under oversight of the LEP Accountable Body (AB), in line with locally agreed assurance and compliance arrangements.

GC BGH being fully accountable to both the LEP and GMCA to ensure that we are fully aligned to the work of both around business support and growing GM's economy across each of the 10 Local Authorities.

A robust internal governance structure will be provided by the Growth Company Strategic Board which reports to the LEP. This is also supported by the Business Support and Business Finance Advisory Board (drawing from the private and public sectors).

Day-to-day project management is the responsibility of the Project Executive Team at The Growth Company, who will be ultimately responsible for monitoring the financial and delivery performance of the project, including monitoring, reporting, evaluation and value-for-money and project claims.

A monthly reporting cycle under the governance structure will be used to review and adjust performance against the key milestones and to address any variance from the expected performance profile to ensure objectives are achieved.

Milestones

The key milestones for the delivery of the scheme are set out in the table below

Date	Milestone Description
1st January 2022	Delivery commences.
30th June 2023	Delivery ends.
30th September 2023	Financial completion.

Consequences of not delivering the Scheme

The consequences of not delivering the scheme are:

The forecast return on investment in terms of economic growth would not be realised, as a result of businesses not receiving programme support, accessing new opportunities, achieving survival, increased productivity or creating the anticipated 680 jobs.

GC BGH would be unable to leverage the proposed public and private funds to magnify the delivery of services and their impact locally across GM.

Services would cease or would be significantly reduced in scale and scope, removing or limiting the support available for GM businesses as we come of the pandemic economic downturn. Decisions will still need to be made in this respect for example will the Start-up, Carbon Reduction or Innovation workstreams in this programme be removed, which as all key GM priorities.

The capacity to support the Business Environment element of the Local Industrial Strategy in which the GC BGH is embedded would be significantly diminished.

The added value of referral opportunities for partner services, both public and private, would reduce.

There would be a reduction in positive spill-overs effect from GC BGH, such as knowledge exchange and sharing best practice and other wider strategic and social benefits would be scaled down, such as GM Good Employment Charter, addressing modern slavery, inclusive local supply chains and support for the silver (over 50’s) economy.

The responsive capability of GC BGH to help companies deal with economic shocks and challenges without the need and time taken to secure additional resource will be significantly reduced e.g. navigating the new trading environment with the EU post UK exit, flooding, or large-scale business closures (e.g. Shop Direct, Thomas Cook);

GC BGH would have reduced strategic influence, having a demonstrable track-record for using its scale and connections to help shape Government thinking and policy (in GM favour)."

Consequences of reduced investment

Continuation of current state (18-21 BPIG Programme) would equate to GMCA ask of £15M (currently retained business rates and LGF). This proposition has already been reduced to £11.8M (reduction of c20%), this was then reduced to £8.4M (reduction of c45%)

A further 12% reduction down to £7.4M, results in a cumulative impact, leading to:

- a c50% revenue loss compared to current GMCA provision;
- cumulative loss of c£4.4M in ERDF/Partner income, in addition to the above;
- the need to remove a key service from innovation, carbon reduction or start-up support;
- cumulative lost outputs in the region of 2,860 jobs created and safeguarded (loss of £129.1M GVA);
- significant risk to GM's ability to meet GM ERDF programme targets;
- a c50% reduction in staff (c100) to support businesses, at a time when most needed; and
- a strategic damage to GM’s resilience through lost capacity/capability to respond to economic and business recovery and ‘shocks’

Numerous alternative match options have been explored and funding via GMCA is the only viable option to provide match to secure GC BGH's core services.

- All proposed options would remove key GC BGH services, with those remaining severely reduced. The proposed further reduction to £7.4M will put whole or part ERDF programmes at risk, not only losing the service and GM impacts, but also the opportunity to leverage the available ERDF match, resulting in a cumulative additional loss of ERDF/Partner funding of £4.4M.

- A decision will need to be made to drop one of the key ERDF Programme themes around Growth, Innovation, Start-up and Carbon Reduction to maintain integrity of others.
  This would pose significant issues in terms of GC BGH's ability to support GM's strategic agenda, resulting in difficult decisions, for e.g. ceasing support for start-ups during a recession and vastly reducing jobs created or safeguarded vs ceasing support for the low carbon agenda, equally, if we reduced the Growth Programme significantly, it would reduce the integrity of the whole programme.

- Current calculations (based on scaling back all areas) indicate projected reductions in outputs (e.g. Business Assists, Jobs Created and Jobs Safeguarded) of 53%. For example, projected

jobs created and safeguarded would reduce from c5400 to c2540, also impacting GM's ability to hit GM ERDF targets. This is assuming our ability to continue all services at a reduced rate, however, this is not guaranteed as structures (and potential for ERDF programmes) will need to be reviewed dependent upon available match funding.

- Reductions will also significantly impact GM strategic resilience capability as the Growth Hubs ability to respond to and support with economic and business challenges will be severely depleted, especially damaging at a time when supporting business recovery will paramount.

Marketing Manchester and MIDAS

Scheme Name	Marketing Manchester and MIDAS
Original Scheme cost	£4,450
Proposed Reduction	£1,450
Revised Scheme Costs	£3,000

Lead Director	John Wrathmell/Lisa Dale Clough
CEMT Sponsor	Simon Nokes
Portfolio Lead	Elise Wilson
Chief Exec Lead	Jim Taylor

Description of Scheme

This domestic and international promotion programme builds on the existing work of Marketing Manchester and MIDAS and looks to both support the economic recovery, addressing the significant impact made on areas such as tourism and inward investment by Covid19 and the UK's exit from the EU, whilst also addressing the ambitions of the GMS, LIS and IS. Last year The Business of Cities "Benchmarking GM" report on GM's global position concluded that even 'business as usual' (pre-Covid19) in domestic and international promotion for GM will not fulfil GM's strategic ambitions given GM's developing product and increasing competition from cities across the world. Therefore the situation has become exacerbated with the impacts of the Covid19 Pandemic, meaning that the need to increase investment in this area is essential to support a strong recovery and guard against wider challenges such as the UK leaving the EU.

This programme is in part a continuation of the £1,650,000 3-year programme to counteract the impacts of Brexit, but is substantially larger due to the extreme situation that Covid19 has created (GM's £9bn tourism industry reduced by 50% and inward investment forecast by UNCTAD to reduce by 40%) meaning that more resource is required to recover to pre-Covid19 levels and build towards the ambitions of GM's core strategies.

This programme (scheme) is therefore focused on GM developing a new 'Best in Class City Marketing Model' that will support fully the promotion of the LIS, the GM Recovery Plan and achieve the wider ambitions of the GMS and Internationalisation Strategy.

This programme will therefore deliver:

- The creation of a "Brand Alliance" to attract match funding and increase marketing reach.
- The development of new clear, concise national and international marketing campaigns
- Increased digital marketing activity to adjust to "virtual marketing" world post-Covid, including creation of VR products, enhanced web presence,
- Substantially increased content and creative to support digital marketing, press and PR,
- More capacity to work with districts in developing their individual propositions and offers, to ensure that the new best practice model is as inclusive as possible.
- Additional research and analytics capabilities to strengthen and differentiate/deepen value propositions and provide market intelligence to the GMCA
- Enhanced capacity in marketing and business development to increase the GM pipeline and delivery larger campaigns to support recovery
- Enable the continuation of market-specific vehicles such as the Manchester India Partnership and Manchester China Forum, both of which have experienced funding challenges through Covid19 and the creation of a US Partnership.

This programme will enable GM to realistically strive to grow back and support economic recovery, protect its hard-won reputational gains to date, achieve global recognition as a special kind of city region, and deliver on its key strategic ambitions set out in the GMS; LIS; Internationalisation Strategy; and Digital Blueprint. In terms of outputs it will bolster the existing work undertaken by Marketing Manchester and MIDAS to enable them to recover to a position in year 3 overall of net 4,700 new jobs; £269m in GVA; £395m of visitor spend, funding leverage of 1:1 against private sector, ERDF and wider public funding from Visit Britain and DIT with an overall £RoI of £140 per £ invested.

Key Benefits

Ultimately, the key benefits of the programme will be to significantly contribute to GM's economic recovery post-Covid, in terms of job creation, GVA, private sector cap-ex investment and visitor spend. It will also assist GM in gaining the maximum impact from the LIS whilst also supporting the inclusivity agenda. As it stands, 70% of the jobs created through these activities are taken by residents of GM's outer local authorities, and therefore additional activity will benefit GM as a whole.

Key benefits to the programme include:

- A strong sector-focus/delivering the LIS - designed to boost GM's recognised prime capability and LIS transformational sectors (e.g. Health and life sciences, manufacturing materials, DCT and green technologies) with new inward investment as well as support those in high employment and foundational sectors through growing back tourism numbers that support the hospitality and retail sectors. Key focus will be also on attracting back major sector-oriented conferences that reflect the LIS.

- Inclusive Growth - Currently, over 70% of the jobs created through inward investment and the visitor economy are taken by residents from the outer boroughs of GM, providing high-value jobs (inward investment) as well as entry level jobs (hospitality & retail) to all Greater Manchester residents. Greater work is also being undertaken to enhance the individual place propositions of local authority areas, with work already underway with Rochdale/Bury (M62 Growth Corridor) and Tameside (Ashton) around bespoke sector propositions which can be promoted globally. Likewise specific visitor economy place development is also ongoing with a number of districts including Bolton, Bury and Rochdale.

- Supporting recovery and resilience: COVID-19 - this programme will contribute significantly to the Covid-19 recovery plan as well as supporting the delivery and ambitions of the LIS, Digital Blueprint, GMS and forthcoming GM International and Tourism Strategies. Recovering to an overall position of the creation of 4,700 net new jobs will contribute significantly to the recovery, whilst attracting investment in to GM's key sectors will assist in delivering the ambitions of the LIS, with bespoke propositions - HPOs_ already in development for Healthy Ageing, advanced materials and lightweighting and the circular economy with DIT. Future attraction programmes are being aimed at manufacturing resilience in sectors such as food & drink, which also supports the foundation economy and non-central GM boroughs.

- International Connectivity: Likewise, additional place promotion is required to support Manchester Airport in retaining and restoring air routes, the majority of which - in terms of long-haul routes - have been suspended indefinitely. MM and MIDAS will work closely with MAG to restore these routes, adding enormous value across the trade, investment, tourism and education sectors. This can only be done with enhanced capacity due to the scale of the task at hand - Manchester Airport is currently operating at 25% of the routes that it had pre-Covid19.

- Market intelligence and business networks: MIDAS and MM both have substantial private sector networks which provide the basis for private sector leverage. They have also come in to force more than ever during the Covid-19 crisis, whether that be sourcing PPE globally or enlisting hotels to host the homeless, these extensive networks have been able to generate highly useful market intelligence and data, as well as delivering fleet of foot activities. These networks will be vital in delivering the LIS whilst continuing to feedback market intelligence to that delivery mechanism.

The scheme will have the following key benefits to support the delivery of GM's recovery, growth and reputation agendas:

- Job creation
- Increased GVA
- Increased leverage to GMCA Funding
- Increased Cap-ex spend in GM
- Increased visitor spend
- Increase in number and scale of Business events in GM
- Increased profile, measured through ranking performance and wider marketing KPIs.

Key outcomes and Deliverables

The key outcomes that will be delivered by this programme are captured in the table below.

The metrics below are 40% of MM & MIDAS' BAU figures, which is the minimum expected loss due to Covid19 and therefore what we are looking to recover through this programme by year 3.

Metric	Anticipated Impact
Job creation	1,880
Increased GVA	£108m
Funding Leverage	1 : 1
Visitor spend	£3m tracked from bookings, £158m in visitor spend overall
Number and scale of Business events in GM	34
Increased media coverage and profile for GM	Audience reach of 43m people RoI of 17:1 for marketing campaigns Engagement with 100 journalist and influencers

Match Funding

The scheme attracts the following opportunities for match funding:

Source of Funding?	DIT, VisitBritain, Private Sector partners, Aviation partners
Amount of Funding?	funding will be matched on a 1:1 basis
Key conditions for Receipt?	n/a

How will Delivery of the Scheme be Monitored?

The programme will be monitored through the Growth Company's established procedures:

- Quarterly reports to the International Marketing Advisory Board
- Quarterly reports into the GC Board
- Quarterly reports to GMCA

The Managing Directors of Marketing Manchester and MIDAS will be responsible for ensuring that the project is being delivered in accordance with GMCA's stipulations that milestones are being met, risks are monitored and mitigated and the project plan is being adhered to.

Milestones

The key milestones for the delivery of the scheme are set out in the table below

Date	Milestone Description
Mar-21	Delivery plan agreed; key partners engaged
Jun-Oct 2021	On territory activity; media programme commences; partner marketing campaigns commence in key markets
Nov 21 - Mar 23	Core programme delivery
Apr-23	programme evaluation

Consequences of not delivering the Scheme

Without support for this programme, GM's ability to compete for investment and inbound visitors will be severely restricted and it will be unlikely that GM can return to pre-covid levels of inward investment and tourism, let alone fulfil the ambitions of the LIS and International Strategy to actually grow these areas. There will be no international marketing activity to mitigate the impacts of Covid19 or indeed the UK leaving the EU in particular no activity in the US, GM's highest volume international visitor and FDI market. Core budgets for this activity will also actually fall below the level of the last 3 years by £550,000 per annum in core funding terms, due to a Brexit related 3-year enhancement from the GMCA (which maintained MM and MIDAS' funding level from 2017) ceasing in March 2021. This will in turn mean a reduction of private sector leverage of at least £200,000 in match funding, meaning the real loss will be £750,000. Building back GM's high spending international business and leisure markets will take longer, with significant consequences for the already devastated hospitality and tourism sector across GM.

Comparatively, maintaining the current levels of activity and funding would not necessarily see GM's performance simply sustained, but could potentially see performance fall. Hatch Regeneris has, based on previous evaluation work, assumed that by maintaining current levels of activity and funding, ROI will fall by 10% in a future scenario. This calculation was undertaken pre-Covid19, and therefore the effects could actually be far greater due to impacts of Covid19, which need to be

counteracted. On original calculations, this fall is due to other competing locations and organisations increasing their own funding and marketing efforts, increasing competition and making it harder for MIDAS/MM to compete for inward investments and visitors/events.

Consequences of reduced investment

Reduction of 10%	All activities will be reduced in scale. We would risk performance levels not returning to pre-Coved levels and certainly not see anything beyond maintaining pre-Coved levels, thus not fulfilling the ambitions of GM's core strategies and not being able to fully offset the impacts of Coved 19 to support GM's economic recovery.
Reduction of 25%	All activities will be reduced in scale; no activity will be undertaken in any priority long haul markets (India, China, and USA). This may limit the fall in current performance levels on the basis that a marginal increase in budget was required to maintain current performance levels pre-Covid, with this likely to need to be enhanced further to offset the impact of Coved 19. This would likely see a fall in overall performance across tourism and inward investment as the impacts of Coved would not be offset and certainly any growth in performance would be highly unlikely, as desired in the LIS, GMS and International Strategy.
Reduction of 35%	All activities will be reduced in scale; no activity will be undertaken in any priority long haul markets (India, China, and USA); proactive on-territory activity in European markets will be reduced. Impacts in terms of performance could mean a 20% - 30% decline in performance as in this scenario (notwithstanding the yet unknown additional impacts of Covid19) this would deliver a "business as usual" budget level compared to the last 3-years and therefore would not address the impacts of Covid19 or for that matter the effects of increased competition.
Reduction of 50%	All activities will be reduced in scale; no activity will be undertaken in any priority long haul markets (India, China, USA); no on-territory activity in European markets. Funding will actually be below the last 3 years in real terms

	and therefore current performance will fall significantly.

GM Spatial Framework

Scheme Name	GM Spatial Framework
Original Scheme cost	2,090
Proposed Reduction	(1,000)
Revised Scheme Costs	1,090

Lead Director	Andrew McIntosh
CEMT Sponsor	Simon Nokes
Portfolio Lead	Paul Dennett
Chief Exec Lead	Steve Rumbelow

Description of Scheme

The Greater Manchester Spatial Framework is Greater Manchester Plan for Homes, Jobs and the Environment -over the next 17 years. This sets the planning framework in which new developments can be brought forward within GM over this period. The GMSF will demonstrate what 'building back better' means spatially for Greater Manchester.

£1,045m of the total planned £2,090k investment has already been approved by the CA and the overall ask has been reduced by £1m though the application of reserves held by the CA.

There is a small risk that the reserves will be clawed back by Government but this is not considered likely.

Key Benefits

GMSF is an essential building block of the city-region's long term recovery. It will:

- provide a platform for development that enables us to attract central government funding to deliver affordable housing and infrastructure;
- enable utilities to deliver their infrastructure investment;
- give confidence to the private sector to grow and invest in GM;
- provide a route by which construction can proceed, providing short term economic stimulus; and
- provide a mechanism for accelerating the low carbon / sustainability agenda.

Key outcomes and Deliverables

The key outcomes that will be delivered by this programme are captured in the table below:

Metric	Anticipated Impact
Adoption of GMSF	Long term planning framework that enables the above benefits to be realised.

Match Funding

There is no match funding available for this project, additional funding of £1m has, however been identified from GMCA reserves to support the delivery of this scheme and reduce the required funding from retained business rates.

How will Delivery of the Scheme be Monitored?

The GMSF is being prepared by GMCA on behalf of the districts - each district will need to approve the publication and submission of the plan through Exec / full council giving clear oversight if what is included in the plan.
The milestone will either be achieved or not. If the milestone is achieved then failure to allocate business rates funding will require an alternative source of funding to be found as GM will have committed to the full process for which the funding must be found. The process cannot be completed for a reduced budget.

Milestones

The key milestones for the delivery of the scheme are set out in the table below

Date	Milestone Description
25th September 2020	CA/AGMA decision to publish the consultation - commits GM to undertaking the necessary work for which the business rates funding is required.
23rd October 2020	GMSF published

Consequences of not delivering the Scheme

The £1m budget represents the GMCA costs of undertaking the consultation process and moving through the public inquiry stage. The impact of Covid19 is to put additional cost pressures on the work required given the need to put more complicated processes and mitigations in place to meet its statutory obligations. This is the minimum estimated cost of undertaking this work. A reduction in the budget would risk the GMCA failing to meet its statutory obligations through the process and the failure of the GMSF at public inquiry stage. The GMSF cannot therefore be progressed at a reduced budget.

Failing to progress the GMSF would undermine the strategic approach that has been agreed by leaders to support the recovery and building back better. It would similarly risk an increase in greenbelt development as neither the GMSF nor local plans will have been approved that provide the evidence base to prevent this
If the scheme is not delivered, the outcomes will therefore be wide ranging and will include:
- no spatial plan to control where development comes forward across GM, resulting in the potential of an increase in greenfield development and development not coming forward that supports GM Strategy objectives
- No planning obligations for reductions in carbon emissions from new developments, severely limiting GMs ability to address the climate emergency
- A further consequence will be that GM districts will have to prepare a local plan themselves to meet the deadline of December 2023 which will incur significant cost to them (production of a DPD is estimated at around £1m)

Consequences of reduced investment

Any further reduction in funding would mean GM will complete the plan but be unable to undertake examination in public and therefore fail to adopt the GMSF

Employment charter & Economic Response to COVID

Scheme Name	Employment charter & Economic Response to COVID	**Lead Director**	John Wrathmell
Original Scheme cost	£2,000.00	**CEMT Sponsor**	Simon Nokes
Proposed Reduction	-	**Portfolio Lead**	Mayor, Economy & Business, Work & Skills

Revised Scheme Costs	£2,000.00	**Chief Exec Lead**	Economy & Business, Work & Skills

Description of Scheme

There are 2 parts to this allocation:

(i) £400,000 for the expansion of the Good Employment Charter, and

(ii) £1,600,000 for supporting businesses and sectors as they respond to the economic shock of Covid19, through the delivery of the Local Industrial Strategy (LIS). LIS funds cover core staffing plus policy development, delivery, and monitoring in to relevant governance groups.

The One Year Plan for responding to Covid-19 includes the action of significantly expanding the Good Employment Charter, to tackle inequalities in the labour market, delivering higher pay and more secure work. The £400,000 of funding for the Charter is to deliver that expansion. The Plan also includes the actions of providing support for businesses, including social enterprises, to innovate and adapt, and to target support to sectors facing lasting impacts from Covid19 and growing sectors with investment where they can exploit new opportunities. The £1,600,000 allocation is to deliver those actions, in particular accelerating the next stages of the LIS is for improving the quality of jobs and resilience of GM businesses in the 'Foundational Economy', which suffers from endemic low pay, a lack of stability and progression for workers - key drivers of economic inequality - and business models that do not support resilience and growth, in particular supporting them as they start to recover from the impact of the Covid19 pandemic.

The Foundational Economy sectors are generally most hit by Covid19 or whose fundamental role in national resilience has come to the fore recently including retail, hospitality and tourism, personal services, transport and logistics and social care as well as parts of manufacturing, energy and utilities. For some businesses in these sectors, carefully managed digitalisation accompanied with organisational development that upskills roles and business models will be required to navigate an uncertain future and increase resilience. Adopting employee-ownership or putting workforce development centre stage will be part of the solution for others. Creating innovation spaces on our towns and high streets would support local retailers to adopt new processes or business models.

Key Benefits

The Good Employment Charter works with employers, trade unions and professional bodies to raise employment standards. Employers sign up as Supporters and progress to Membership, raising standards across the seven areas of good employment including paying the Real Minimum Wage, secure work, flexible work, and increasing diversity through recruitment. This has been particularly important as employers have had to adapt and respond to the significant impacts of Covid19. The additional funding will allow the Charter Unit to engage a larger number of employers and expand

into sectors where inequality, low pay and insecure work are particular challenges (e.g. social care, hospitality and retail).

Similarly, the need for a GM programme to support the Foundational Economy is needed to address the long-term factors that lead to low pay and insecure work in particular sectors. These parts of the economy account for over 60% of jobs in GM, but have been difficult to directly invest in locally through programmes like ERDF due to exclusions, and therefore a new set of targeted business support interventions will need to be designed and tested. Given the scale and spread of the Foundational Economy and the large employers included in some parts (e.g. food retail), coordinated action is going to be needed at scale across GM to change local norms and business models. But it will also be imperative to develop a well-resourced, strategic programme focused on influencing policy outside of GM's remit, including working with UK Government to change national/international labour markets and tax policies, as well as UK fiscal, sector, business support, education and skills policies.

Key outcomes and Deliverables

The key outcomes that will be delivered by this programme, building on existing investment to support the industrial strategy are captured in the table below:

Metric	Anticipated Impact
Increase the number of employers engaged in the Good Employment Charter	Funding so far has engaged 220 employers, covering over 200,000 employees in GM. This expansion would look to double that, allowing proactive engagement with priority sectors and provide focus on key equality, diversity and inclusion issues.
A policy programme for improving the Foundational Economy across GM, including sector-specific and targeted pilot initiatives and an agenda for national policy and change	Not yet quantified as programme is in early stages of development.
A policy programme to raise leadership and management capability of GM SMEs, so they can navigate change and become more resilience and productive, and invest in skills	2,000 GM SMEs benefit from improved leadership and management skills
Innovation GM	Identification and development of an innovation spaces/districts/similar programmes for the benefit of all GM districts
Energy Innovation Agency	20 high impact energy innovation projects per year brought forward to support local areas meet their climate emergency targets

Match Funding

Schemes are aimed at influencing the behaviour of businesses across GM, including their workforce development, pay and benefits and investment strategies

How will Delivery of the Scheme be Monitored?

The GM Growth Board, the GM Local Industrial Strategy Delivery Executive, and the GM LEP, provide governance and decision taking for any specific programmes of work relating to GM economy and that are arising from the GM Local Industrial Strategy.
The Good Employment Charter is governed by a Board made up of employers, trade unions, professional bodies, academics and other involved in the development of the Charter. Updates on progress are provided to the LEP, Growth Board, GMCA and other committees as necessary. If outcomes were not on track then those bodies would scrutinize delivery and ultimately it would be the decision of GMCA Leaders as to whether the Charter was continued or not. The Foundational Economy work will be governed through the established LIS governance structures (LIS Programme Delivery Executive, LEP, Growth Board and GMCA)

Milestones

The key milestones for the delivery of the scheme are set out in the table below

Date	Milestone Description
Apr-22	Double the number of employers engaged with the Good Employment Charter.
Apr-21	Foundational Economy policy programme agreed by GMCA and pilot initiatives targeted at sectors most affected by C-19 ready for initiation
Apr-22	Pilot initiatives in sectors most affected by C19 being evaluated and larger scale roll-out routes being actioned

Consequences of not delivering the Scheme

The consequences of not delivering the £400,000 for the Charter is that the action set out in the One Year Plan for Living with Covid19, to significantly expand the Good Employment Charter, could not be delivered. The basic Charter work would continue, based on funding allocated by Leaders in 2019, but the action in the One Year Living with Covid19 Plan to significantly expand the Charter would not be met, reducing the ability to tackle economic inequalities in GM and with reputational costs from reversing the commitment recently made. The consequences of not delivering the £1,600,000 is that the actions in the One Year Plan for Living with Covid19, of providing support for businesses, including social enterprises, to innovate and adapt, and to target support to sectors facing lasting impacts from Covid19 and growing sectors with investment where they can exploit new opportunities, could not be delivered. Again, as well as reducing the ability to tackle economic

inequalities in GM, there would be reputational costs from reversing the commitment recently made.

Consequences of reduced investment

Reduction	Consequence?
Reduction of 10%	Reduce by around 10 per cent the number of employers and employees who could be engaged in the Charter expansion. Reduce the support which could be provided to GM businesses and sectors, particularly in the Foundational Economy, as the look to recover from the impact of Covid19.
Reduction of 25%	Reduce by around 25 per cent the number of employers and employees who could be engaged in the Charter expansion. Reduce the support which could be provided to GM businesses and sectors, particularly in the Foundational Economy, as the look to recover from the impact of Covid19.
Reduction of 35%	Reduce by around 35 per cent the number of employers and employees who could be engaged in the Charter expansion. Reduce the support which could be provided to GM businesses and sectors, particularly in the Foundational Economy, as the look to recover from the impact of Covid19.
Reduction of 50%	Reduce by around 50 per cent the number of employers and employees who could be engaged in the Charter expansion. At this point it would make it difficult to deliver the ambitions set out in the One Year Plan for Living with Covid19 to significantly expand the work of the Good Employment Charter to address the economic inequalities exacerbated by Covid19. Significantly reduce the support which could be provided to GM businesses and sectors, particularly in the Foundational Economy, as the look to recover from the impact of Covid19.

Reform Investment Fund - Youth Homelessness Prevention

Scheme Name	Reform Investment Fund - Youth Homelessness Prevention	**Lead Director**	Jane Forrest
Original Scheme cost	£4,000.00	**CEMT Sponsor**	Andrew Lightfoot
Proposed Reduction	£1,000.00	**Portfolio Lead**	Molly Bishop/Jacob Botham

Revised Scheme Costs	£3,000.00	Chief Exec Lead	Tony Oakman

Description of Scheme

The Youth Homelessness Prevention Project will aim to work with 2500-3000 18-35 year olds that are at risk of becoming homeless over a four year period. It is part of our longer term strategy to tackle homelessness through a focus on prevention alongside schemes designed to tackle rough sleeping. The primary aim of the project will be to provide a targeted support offer that will prevent those becoming homeless either through mediation to keep them in family homes / current accommodation provision, or accessing and sustaining suitable alternative stable housing. It will also aim to provide them with appropriate support around other issues that they may be experiencing including access to employment and improved mental health & wellbeing. In line with the conditions attached to the funding the business rates contribution within the RIF would be used as match funding alongside a contribution from the Life Chances element of the GM Reform Investment Fund and will take the form of a Social Impact Bond. In response to the anticipated increase in demand associated with the economic and social impact of Covid-19 it is proposed that the project will initially launch as a trailblazer in 20/21 at a cost of £663,000 with the aim of supporting 250-300 young people and capturing the learning before expanding into the longer term programme.

Key Benefits

The scheme seeks to prevent the number of people becoming homeless in GM. The main objective is to reduce the number of young people who are homeless through a targeted preventative approach that supports young people into sustainable housing solutions and in doing so relieve some of the pressure placed on Local Authority statutory duties and functions. In addition, the scheme has a clear aim to ensure that a significant proportion of investment flows to local VCSE providers to grow capacity and expertise in the sector in responding to youth homeless issues and in turn support sustainability of the sector - specifically small grass roots organisations.

Key outcomes and Deliverables

The key outcomes that will be delivered by this programme are captured in the table below:

Metric	Anticipated Impact
Young people in stable accommodation	Project will monitor how many people supported by the programme are supported to sustain existing tenancy or move into new accommodation
Improved health and wellbeing	Project will monitor how many people supported by the programme identify an improvement in their health and wellbeing
Employment & training	Project will monitor how many people supported by the programme are able to progress towards employment or access training
Volume of 18-35 year olds in GM presenting as homeless	Over the course of the project the total volume of 18-35s across GM presenting as homeless

Match Funding

The schemes attracts the following match funding opportunities:

Source of Funding?	GM Reform Investment Fund
Amount of Funding?	£6m in total (£3m from existing RIF monies plus £3m from business rate contribution into RIF)
Key conditions for Receipt?	The release of funding from RIF is conditional on acquiring a minimum 50% match funding and pursuing an outcomes based contract, ideally a Social Impact Bond - this relates to conditions attached to funding when central government agreed to provide an allocation from the DCMS Life Chances Fund into the GM Reform Investment Fund when it was established in 2017. It is important to note that a reduction of 1m has already been made, which equates to a loss of 2m investment in local service provision. Any further reduction will also result in an equal reduction from government funding.

How will Delivery of the Scheme be Monitored?

Delivery will be monitored through a specific programme steering group made up of Local Authority & GMCA representatives from individuals with expertise in the field of youth homelessness. Progress against the agreed metrics and milestones will be reporting to the GM Homelessness Board and the Reform Investment Fund Panel.

Milestones

The key milestones for the delivery of the scheme are set out in the table below

Date	Milestone Description
Sep-20	GMCA decision on release of funding from RIF for 12 month pathfinder
Oct-20	Launch of Youth Homelessness pathfinder project
Nov-21	12 month review of pathfinder and decision on whether to roll out to longer term project based on impact to date
Nov-24	End of project (if agreed that it should proceed)

Consequences of not delivering the Scheme

It is important to note that failure to invest funds from the RIF in GM priorities with secured match funding places GM at risk in our credibility to develop the investment fund jointly with government as per the original agreement and in our recent CSR submission and therefore likely to have implications for future investment in GM as a trailblazer for future initiatives. For example, we are currently in dialogue with Home Office on using the RIF as a vehicle to invest 2m from the national Shared Outcomes Fund into a trailblazer programme for Asylum seekers. This is owed to the fact

that we have both the financial mechanism and governance arrangements and a proven track record in our ability to draw on the wider system and align resources to this initiative (health, education, skills, housing etc.). The RIF is recognised as being a unique arrangement in the whole of the country for supporting the reform of public services, eg Troubled Families and Women Offenders - failure to operate the RIF in accordance with the original agreement is likely to reduce the chances of national funding flowing to GM with flexible conditions that allow us to deliver services in a way that makes sense to GM. The consequences of not delivering this specific scheme are:

i) A missed opportunity to support a significant volume of young people that are at risk of becoming homeless (at a time of increased challenge resulting from Covid-19

ii) Local Authorities will miss out on £3m match funding from the RIF

iii) A failure to deliver of an important part of the homelessness prevention strategy over the next few years.

Consequences of reduced investment

Reduction	Consequence?
Reduction of 10%	Minor reduction in scale of the project volume of young people that could be supported through the project.
Reduction of 25%	Moderate impact on scale of the project and volume of people that could be supported through the project
Reduction of 35%	Significant reduction in number of young people supported by the project (1500 instead of 3000) and potential that the project if not seen as viable by social investor
Reduction of 50%	This level of reduction will result in the programme not being viable