

## GREATER MANCHESTER LOCAL ENTERPRISE PARTNERSHIP

**DATE:** Monday, 16 September 2019

**TIME:** 4.00 - 6.00 pm

**PLACE:** GMCA Boardroom, 1<sup>st</sup> Floor Churchgate House, 56 Oxford Road, M1 6EU

### AGENDA

#### Item

1. Welcome, Apologies and Introductions -
2. Declarations of Interest -
3. Minutes of the Meeting of the Board Held on 15 July 2019 -

#### Strategy

4. Spending Review Update -  
John Wrathmell, Assistant Director, Strategy & Policy, GMCA
5. Internationalisation Strategy Refresh -  
John Holden, Assistant Director, Strategy & Research, GMCA
6. Brexit Update -  
John Holden, Assistant Director, Strategy & Research, GMCA

#### Performance and Delivery

7. LGF Update -  
Gemma Marsh, Assistant Director of Skills

#### Governance

8. LEP Governance Update -  
John Holden, Assistant Director, Strategy & Research

9. Feedback From The Other Boards -  
All

10. Future Meetings -

**Monday 11 November 2019**

**GM LEP AGM**

11. Questions To The Board -

**Agenda Contact Officer:**

Matt Berry

Governance and Scrutiny

Greater Manchester Combined Authority

01617787009

[Matthew.Berry@greatermanchester-ca.gov.uk](mailto:Matthew.Berry@greatermanchester-ca.gov.uk)



## DECLARATIONS OF INTEREST

**16 September 2019**

(To be completed as necessary by all board members and advisors)

Name: .....

Minute Ref / Item No	Nature of Interest

**COMPLETE THIS FORM IF YOU HAVE AN INTEREST IN ANY PARTICULAR ITEM ON THIS AGENDA (SEE GUIDANCE OVERLEAF).**

**ANY COMPLETED FORMS SHOULD THEN BE HANDED IN TO ALLAN SPARROW AT THE START OF THE MEETING**

## GUIDANCE ON DECLARATION OF INTERESTS (AS PER DRAFT TERMS OF REFERENCE)

1. Subject to point 3) below, members (and advisors) must declare any interests (on the form provided), either at the **start of the meeting or as soon as any potential interest in an agenda item becomes apparent** during the course of the meeting.
2. Members must declare an their interest when the business being discussed specifically relates to
  - Their business
  - Any body of which they are a member
  - Any person or body who:-
    - Employs them
    - Makes payments to them
    - Has a contractual relationship with them
  - Any land or property in which they have an interest

This also applies to any close member of their family or person with whom they have a close relationship.

3. For the purposes of the above:
  - An interest of which a member has no knowledge and of which it is unreasonable to expect him or her to have knowledge shall not be treated as an interest of his or hers.
  - In relation to a non-pecuniary interest, a general notice given to the LEP that a member is to be regarded as having an interest, of the nature and the extent specified in the notice, in any transaction or arrangement in which a specified person or class of persons is interested shall be deemed to be a disclosure that the member has an interest in and such transaction of the nature and extent so specified.
4. Members (and advisors) with a declared interest in an item of business would usually be required to leave the room. **BUT** the board may want such an individual to contribute their knowledge and experience to the discussion despite the interest so declared. If this is the case the affected member can remain in the room - functioning as a resource that can be drawn upon to assist the board in their deliberations. The affected member should then withdraw when the decision on the matter is being taken and must withdraw at the decision-making stage if the member has a pecuniary interest unless otherwise determined by the Chair of the meeting. In the absence of the Chair or where an item of business relates to the Chair or an interest of the Chair, the meeting shall be chaired by a nominated Vice Chair if there is any or by a member selected by the meeting for that purpose.

## **DRAFT MINUTES OF A MEETING OF THE GREATER MANCHESTER LOCAL ENTERPRISE PARTNERSHIP BOARD HELD AT 16:00 ON MONDAY 15 JULY 2019 AT CHURCHGATE HOUSE, OXFORD ROAD, MANCHESTER**

### **Board Members:**

Mike Blackburn (In the Chair)

Nancy Rothwell, Lorna Fitzsimons, Fiona Gibson, Juergen Maier, Amanda Halford, Chris Oglesby and Sir Richard Leese

### **Advisors:**

Eamonn Boylan, Simon Nokes, John Holden, Lisa Dale-Clough, David Rogerson, Matt Berry (GMCA), Mark Hughes (The Growth Company) and Simon Warburton (Transport for Greater Manchester)

### **Apologies:**

Apologies were received from Andy Burnham, Mo Isap, Lou Cordwell, Vanda Murray, Councillor Elise Wilson, Councillor Brenda Warrington, Iwan Griffiths, Richard Topliss and David Birch

### **GM LEP/19/33 CHAIR'S ANNOUNCEMENTS**

There were no announcements.

### **GM LEP/19/34 DECLARATIONS OF INTEREST**

- Nancy Rothwell declared her interests in Agenda item 7 LGF approval: Pankhurst Centre (Minute reference LEP/19/40), due to her role at the University of Manchester.
- Sir Richard Leese declared his interests in Agenda item 9 Growth Company Performance Report (Minute reference LEP/19/42), as he is a Board Member of the Growth Company
- Juergen Maier declared his interests in Agenda item 3 Local Industrial Strategy: Implementation (Minute reference LEP/19/36) as he is the National lead on the Made Smarter Review which is also part of the GM LIS. Juergen also declared his interests in Agenda item 4 Our Network (Minute reference GM LEP/19/37) due to his role within Siemens which is a traffic management technology provider to TfGM
- Chris Oglesby declared his interests in Agenda item 7 LGF approval: Pankhurst Centre (Minute reference LEP/19/40), due to having involvement with this bidding process

The Board discussed the letter they submitted to the Secretary of State in May expressing concern over delays in agreeing a firm date for the launch of the GM Local Industrial Strategy and noted that this was agreed shortly afterwards.

Update from Outstanding actions:

- The Board were informed that the organogram is being finalised in collaboration with LEP Board members
- LGF is on today's meeting for discussion

**RESOLVED:**

That the minutes of the meeting held on 13th May 2019 be approved

**I. WELCOME TO NEW BOARD MEMBERS**

The Chair formerly welcomed Amanda Halford, General Manager Business Development at GE Healthcare Life Sciences and Chris Oglesby, Chief Executive of Bruntwood to the Board. The Chair also wanted to put his thanks on record for the hard work of departing GM LEP Members Monica Brij, Mike Oglesby, Councillor Western and Councillor Thomas.

**II. SPENDING REVIEW SUBMISSION**

Simon Nokes Executive Director of Policy & Strategy, GMCA introduced the item. It was stated that there is still uncertainty as to whether the upcoming Spending Review will cover a full three-year period but officers are preparing responses for a range of outcomes.

Key areas of focus include infrastructure and transport connectivity; skills; the wider determinates of health and the importance of health in driving a strong economy; and funding of Local Authority functions.

The Board welcomed the update and noted that infrastructure was a broad theme and cover a number of priorities areas including digital.

**STRATEGY**

John Holden Assistant Director of Research and Strategy, GMCA introduced the item. The GM LIS was successfully launched last month by the LEP, GMCA and partners with good coverage in newspapers and on social media. The University of Manchester was thanked in particular for the use of its facilities which contributed to the overall strength of the launch.

The momentum of the launch will now be carried through to the implementation phase. The Implementation Plan is currently being developed by officers, working closely with the Cities & Local Growth Unit, who are leading the development of Local Industrial Strategies in Whitehall. It is expected that this will be agreed with government by the end of 2019 with a draft ready by the next GM LEP meeting.

To ensure that the GM LEP is at the heart of the implementation of the GM LIS it is envisaged that the GM LEP Board will have joint accountability for implementing the strategy, alongside the GM Growth Board.

As noted that the November 2018 LEP Board meeting, it was noted that there was c.£315k of LEP Capacity Funds remaining for 2019/20 and it was agreed that this would be allocated in support of the implementation of the priorities of the LIS. The current report sets out proposed activities to be funded from the remaining LEP Capacity Funds.

The Board congratulated the team for a successful LIS launch and the work that had gone into making it a success.

Members highlighted the the importance of private sector input and engagement and suggested that a strong business voice would be crucial in the successful delivery of the LIS as had been the case in initiatives such as Made Smarter and Be the Business.

The GM LEP could also act as a champion for the LIS which provides a platform for LEP leadership.

**Action:** GM LIS Implementation Plan to be brought to a future LEP Board strategic discussion

## **RESOLVED**

- That GM LEP note the joint sign-off and launch of the Greater Manchester Local Industrial Strategy
- That GM LEP provide comments on the proposed governance arrangements for implementing the Greater Manchester Local Industrial Strategy in Greater Manchester
- That GM LEP provide comments on the the priority actions to be initiated in 2019/20
- That GM LEP agree that the remaining 2019/20 LEP capacity funding should, as previously agreed, be used to support the activities to implement the GM LIS

## **GM LEP/19/37      OUR NETWORK**

Simon Warburton, Transport Strategy Director of TfGM introduced the item to the Board.

The report presented 'Our Network', a shared vision towards an integrated transport network for Greater Manchester in 2029 which was launched by the GM Mayor on 24<sup>th</sup> June.

Our Network is a ten-year plan to create an integrated, modern and accessible public transport system. Our Network is a visual representation of the 2040 Strategy and five-year delivery plan developed with the 10 Councils and the LEP.

The Our Network vision is described in a new indicative transport map underpinned by contactless connections between different modes of public transport, in a zonal system with bus, tram, train ('GM Rail'), tram-train, cycling and walking modes, all working together as one integrated network.

As part of the Our Network vision, the Mayor also confirmed a series of short, medium and long term commitments including:

- Contactless Metrolink payments with the Trafford Park line open early next year.
- Further develop bus service reform
- Roll out of Our Pass for young people
- Explore options to expand Park and Ride provision
- Provide significant public bike hire scheme as part of the Made to Move strategy
- Set out a GM Rail Prospectus later this summer.
- Work with the industry to identify the best solution for future tram-train services
- Maintain commitment to HS2 and Northern Powerhouse Rail and urge Government to affirm the same

Members commented that this has been a great piece of work and was particularly useful given that an effective transport network remains a key component of economic growth.

The Board noted that walking is part of nearly every journey and that its importance should not be overlooked when integrating all modes of transport.

## **RESOLVED**

GM LEP resolved to note the Our Network vision and the delivery of an integrated transport network for Greater Manchester.

## **GM LEP/19/38 FUTURE STRATEGIC DISCUSSIONS**

Simon Nokes reported that future LEP meetings will include the opportunity for strategic discussions and LEP Members were invited to contribute any key themes.

As noted above, the strategic discussion in September will focus on the LIS Implementation Plan.

**Action:** LEP Members to contact David Rogerson with any future strategic discussion themes.

## **RESOLVED**

- That GM LEP note the item

## ***PERFORMANCE AND DELIVERY***

## **GM LEP/19/39 LGF UPDATE**

Simon Nokes introduced the item. The report provided LEP members with an update and overview of progress on the development and delivery of the Local Growth Fund (LGF) and associated programmes; and to provide a recommended way forward in relation to potential uses of funding previously held for contingencies and ensuring that a spend rate that will improve the grading from government.

It was reported that at the last Annual Performance Review with the Cities and Local Growth Unit, GM LEP had been rated on three key criteria of strategy, governance and delivery.



GM's strategy was considered exceptional, its governance rated as good and delivery was assessed as requiring improvement, as programme spend in the current financial year is not currently forecast to meet Government expectations.

It was noted that this is primarily due to the £70m front loaded funding agreed with Government and the legacy impact of historical issues in relation to resource profiling and approvals on some elements of the programme.

GM has therefore written to Government and formally requested that the £70m front loaded funding is removed from the metrics used to calculate our grading and that it is instead allocated to the end of the LGF spend period in March 2021.

GM has yet to receive a response and so will plan on the basis that this will remain part of the next assessment.

GM is Working towards accelerating spend to 60% of grant received and reducing the issue of forecast spend beyond March 2021.

## **RESOLVED**

- That the GM LEP Board approve the proposal to bring new projects onto the LGF portfolio and amend the funding structure of the current LGF projects in order to utilise spend.
- That the GM LEP Board approve the proposed allocation of the unallocated and contingency (£40.8m) set out in paragraph 4

## **GM LEP/19/40            LGF APPROVAL: PANKHURST CENTRE**

John Holden introduced the item. It was noted that in January 2017, Government confirmed GM's third Local Growth Deal allocation would be £130m. The GMLEP then agreed in February 2017 the priorities for this Growth Deal funding. This included £20m for two priority science projects (International Screen School Manchester and The Pankhurst Institute).

The University of Manchester have now submitted a Full Business Case for approval by the GM LEP and GMCA, following the process set out in the Assurance Framework agreed between GM and Government.

It was reported that this project will form part of the wider public/private partnerships bringing together Manchester Science Partnerships, Manchester University NHS Foundation Trust, Health Innovation Manchester and City Labs

The Board welcomed the business case and noted that this project could provide an opportunity to further highlight women's participation in science.

## **RESOLVED**

- That the GM LEP Board approve the Pankhurst Institute business case (Gateway 3) and agree that a grant agreement should be issued by the GMCA (as the Accountable Body) to the University of Manchester.

## **GM LEP/19/41 INVESTMENT POT FOR SKILLS**

Simon Nokes introduced the item which sets out an approach to bring forward innovative skills provision linked to employer needs and skills gaps building on a sector approach.

As set out in the LIS, GM needs to focus activity to increase productivity and reduce skills gaps in certain occupations. Investment needs to be bespoke and bring together innovative solutions that include high quality equipment to enhance learning and respond to skills gaps.

In reviewing the LGF spend as set out in a previous paper an opportunity has arisen to allocate £8m to develop a proposal for an investment pot for skills that will support key LIS sectors and also where appropriate bring this together with loan/equity sector investment funds to truly drive growth. There is also the potential to add further value to such a pot via other sources of funding for skills in particular those targeting certain cohorts.

### **RESOLVED**

- That the GM LEP agree for the proposed programme and priorities identified for an “Investment Pot for Skills” to go to the GMCA in July 2019.

## **GM LEP/19/42 GROWTH COMPANY PERFORMANCE REPORT**

Mark Hughes, Group Chief Executive of the Growth Company introduced the item.

It was highlighted that the past year has been very positive with the vast majority of the objectives achieved although there is still more to do in driving apprenticeship start-ups and boosting business investment.

The Board congratulated the Growth Company on making significant progress, particularly in such challenging circumstances. In particular, the Made Smarter initiative was highlighted as an example of the GM approach which had provided significant added value.

The Board also suggested it could be useful to publicise these successes more widely, particular amongst the business community.

**Action:** David Rogerson to circulate latest apprenticeship figures

### **RESOLVED**

- That the GM LEP note the Growth Company Performance Report

## **GOVERNANCE**

### **GM LEP/19/43 GOVERNANCE UPDATE**

Simon Nokes introduced the report which set out the background and recommendations of the National Local Growth Assurance Framework and the key implications for Greater Manchester.

The Board discussed the structure of future meetings which will include a focus on the GMS dashboard, the implementation of the LEP and feedback from relevant non-LEP groups that Board members sit on.

The Board requested a schedule for the appointment of the next GM LEP chair.

**Action:** David Rogerson to circulate LEP Chair appointment schedule

#### **RESOLVED**

- That the GM LEP approve the updated GM Single Pot Assurance Framework
- That the GM LEP appoint Lou Cordwell as Deputy Chair and appoint Vanda Murray as the Diversity Champion
- That GM LEP Board members notify officers of any relevant gifts, hospitality and expenses received over the first quarter of 2019/20. This information to then be published quarterly
- That the GM Board members agree to notify officers of any changes to their Register of Interest
- That the GM LEP approve the Board's updated Terms of Reference

#### **GM LEP/19/44 FEEDBACK FROM OTHER BOARDS**

The Board discussed potential future updates from relevant groups including the GM Foresight Group.

#### **RESOLVED**

- The Board noted the opportunity for future feedback

#### **GM LEP/19/45 FUTURE MEETINGS**

(Meetings will be held in the GMCA Boardroom unless otherwise stated)

**Monday 16 September 2019**

**Monday 11 November 2019**

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## **GM LOCAL ENTERPRISE PARTNERSHIP BOARD**

SUBJECT: Spending Round Update

DATE: 16<sup>th</sup> September 2019

FROM: John Wrathmell, Assistant Director Policy and Strategy

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### **PURPOSE OF REPORT**

This report provides an update on the recent Spending Round setting out the Government's spending plans for 2020/21.

### **RECOMMENDATIONS**

The LEP Board is asked to:

- i. Consider the report and provide feedback

### **CONTACT OFFICERS:**

John Wrathmell, Assistant Director Policy and Strategy  
[john.wrathmell@greatermanchester-ca.go.uk](mailto:john.wrathmell@greatermanchester-ca.go.uk)

Hannah Hatton, Lead Analyst – Strategy and Policy  
[hannah.hatton@greatermanchester-ca.gov.uk](mailto:hannah.hatton@greatermanchester-ca.gov.uk)

## **1. Introduction**

- 1.1 The Spending Round sets out the Government's spending plans for 2020-21. Billed as a new economic era by the Chancellor, which turns the page on austerity, the Spending Round confirmed a real increase in day-to-day spending next year of £13.8 billion, detailing departmental resource settlements for priorities including healthcare, education and tackling crime and laying the foundations for an 'infrastructure revolution'. An additional £2 billion of core funding provided to departments for Brexit in 2019-20 will be continued into 2020-21.
- 1.2 This represents the biggest increase in a Spending Review since 2002 and ensures that no Government department will see a fall in its budget next year, with most experiencing real term increases. Analysis by the Resolution Foundation<sup>1</sup> finds that next year one third of the current departmental spending cuts (real RDEL per capita) introduced since 2010 will have been reversed, though the impact of the last ten years of spending restraint is very different across departments. Health departmental spending next year is 14 per cent higher than its 2009-10 level, while spending across the Housing and Communities and Justice departments will respectively remain 52 and 31 per cent lower. Large cuts to working-age welfare will also continue to be felt into the 2020s. The scale of extra spending in 2020-21 means that it is very likely that the Treasury will have broken its 'fiscal mandate' to keep borrowing below two per cent of GDP next year.
- 1.3 Later in the autumn, the government will announce its plans for future capital spending, including through the publication of the National Infrastructure Strategy. A full multi-year Spending Review will be conducted in 2020 for capital and resource budgets beyond 2020-21. This will take into account the nature of Brexit and set out further plans for long-term reform.

## **2. Departmental Settlements**

- 2.1 The remainder of this paper sets out the specific funding settlements for key Government departments, highlighting those areas that are of particular interest to Greater Manchester.

### **2.2 *Department of Health and Social Care***

The Department of Health and Social Care's resource budget will rise by 3 per cent in real terms, with the NHS receiving a cash increase of £33.9 billion a year by 2023-24 compared to 2018-19. The settlement includes:

- A 3.4 per cent real terms increase in the Health Education England budget, including an additional £150 million for Continuing Professional Development, providing a £1,000 central training budget for health professionals over three years, as well as increased funding for wider education and training budgets
- A real terms increase to the Public Health Grant budget and through the NHS contribution to adult social care through the Better Care Fund (which will increase by 3.4 per cent), to help ensure local authorities can continue to provide prevention and public health interventions

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<sup>1</sup> Resolution Foundation (2019) Rounding up: Putting the 2019 Spending Round into context. Available at: <https://www.resolutionfoundation.org/publications/rounding-up-putting-the-2019-spending-round-into-context/>

- Additional funding to deliver the government's commitment to upgrade outdated facilities and equipment in 20 hospitals – sharing an £854 million pot of new funding. This is alongside a £1 billion boost to NHS capital spending in 2019-20 to allow existing upgrades to proceed and to tackle the most urgent infrastructure projects
- £250 million in artificial intelligence, including £78 million in 2020-21, to help with healthcare challenges including earlier cancer detection and discovering new treatments
- An additional £1 billion for adult and children's social care. The government will also consult on a 2 per cent precept that will enable councils to access a further £0.5 billion for adult social care. This funding will support local authorities to meet rising demand and continue to stabilise the social care system. The government will bring forward proposals to put adult social care funding on a fairer and more sustainable footing.
- The Department for Health and Social Care will receive a new multi-year capital settlement at the next capital review. This will look to deliver a smarter, more strategic long-term approach, with investment focused on local areas where the need is greatest.

### 2.3 **Department for Education**

The Department for Education is the only department in this Spending Round to get a multi-year (3 year) settlement (following the NHS last year), with the schools budget increasing by £7.1bn (3.3%) by 2022-23 compared to 2019-20 funding levels (the schools budget will rise by £2.6 billion in 2020-21, £4.8 billion in 2021-22 and £7.1 billion in 2022-23). Separate to this, each year the government will provide almost £1.5 billion of funding to compensate schools for the increased cost of employer pensions contributions.

In 2020-21, the government will ensure that per pupil funding for all schools can rise in line with inflation (1.8 per cent). The minimum per pupil amount for 2020-21 will increase to £3,750 for primary schools and £5,000 for secondary schools, with the primary schools minimum then rising to £4,000 in 2021-22 in line with the government's commitment;

The additional schools funding includes over £700 million more in 2020-21 compared to 2019-20 funding levels to support children and young people with special educational needs.

£400 million will be invested in Further Education in 2020-21, including £190 million to increase core funding for 16-19 year-olds at a faster rate than core schools funding, and £210 million of funding in targeted interventions such as high-cost programmes, English and Maths resits, T Levels, the Advanced Maths Premium and workforce investments.

There is no detail on post-19 skills funding but DfE has a 3.3 per cent real terms increase in their resource budget in 2020-21, so it is hoped that this will flow through into the Adult Education Budget.

The government will also increase early years spending by £66 million to raise the hourly rate paid to childcare providers through the government's free hour's offers.

## 2.4 **Home Office**

The Home Office's resource budget will increase by 6.3 per cent. The settlement includes:

- £750m for policing to begin recruitment of 20,000 additional officers by 2023 (up to 6,000 officers are to be in place by the end of 2020-21)
- £45 million in 2019-20 to kick start this recruitment, bringing in up to 2,000 additional officers this year
- £30 million to safeguard children from child sexual exploitation and abuse
- Increasing the budget for counter-terrorism policing in line with inflation
- £110 million additional funding, plus £65 million of Official Development Assistance (ODA), for the asylum system and continuing £150 million funding for the Global Resettlement Programme, to support and protect the most vulnerable refugees
- Maintaining £480 million of Brexit funding in real terms, including continued funding for Border Force capability and delivery of the EU Settlement Scheme.

The government will also undertake a formal review of the powers, capabilities, governance and funding needed across the policing and law enforcement landscape, including the National Crime Agency and the wider justice system, to enable it to improve its response to serious and organised crime. This will report in advance of Spending Review 2020.

## 2.5 **Ministry of Justice**

The Ministry of Justice resource budget will increase by 4.9 per cent in real terms. The settlement includes:

- Funding to begin delivery of the creation of an additional 10,000 prison places
- £100 million to increase security in prisons through the introduction of more airport-style security scanners, mobile phone detection and prevention technology, and anti-corruption and intelligence operations
- £55 million to support the work of 20,000 additional police officers
- Additional funding to support the ongoing reform of the probation system to help reduce reoffending and improve the quality of post-custody supervision.

## 2.6 **Ministry of Housing, Communities and Local Government**

The Ministry of Housing, Communities and Local Government budget will increase by 2.7 per cent in real terms. The settlement includes:

- £422 million resource funding to help reduce homelessness and rough sleeping, including an additional £54 million in 2020-21 – a 13% real terms increase compared to 2019-20. MHCLG will decide on the allocation of this
- £241 million from the Towns Fund in 2020-21 to support the regeneration of high streets, town centres and local economies
- Continued funding for the Midlands Engine and Northern Powerhouse (without any detail)
- Continued support to increase home ownership through the Help to Buy equity loan and other housing programmes, including providing Homes England additional funding to deliver more homes where people need them



- Continued funding for the Troubled Families programme, which is transforming the way public services are delivered to support families with complex needs
- £24 million additional funding for the Building Safety Programme to support the new building safety regime and help prevent a tragedy like Grenfell happening again
- £10 million additional funding for English as a second language provision to enable the second wave of the Integration Areas Programme

## 2.7 **Local Government**

Local Government Departmental Expenditure Limits will increase by £1.1 billion in cash terms.

The increase in Grant is estimated to increase Local Government Core Spending Power by £2.9 billion in 2020-21. Within this:

- The settlement includes additional funding for adult and children's social care (set out in detail under Department for Health & Social Care)
- Local Government's business rate baseline funding levels will increase in line with inflation

HMT confirmed that their assumption in the figures for local government funding was that the referendum threshold for council tax increases would be set at 2 per cent, but the actual figure (to be consulted on) will be decided as part of the local government funding settlement later in the year. They are also expected to make a decision about the future of pilots of 100% retention of Business Rates at the time of the local government funding settlement.

In a letter to all local authority Chief Executives and Leaders, MCHLG have confirmed that Government will delay longer-term reforms, including business rates retention and fairer funding (Review of Relative Needs and Resources) until 2021-22.

## 2.8 **Department for Transport**

The Department for Transport's budget will increase by 11.4 per cent in real terms. The settlement includes:

- £1.1 billion funding to ensure the Strategic Road Network runs safely and smoothly
- Support for rail passengers and the wider rail network – for example, by committing a further £275 million for maintaining rail infrastructure in 2020-21 compared to 2019-20
- Over £200 million of increased funding to transform bus services, making best use of technology and promoting decarbonisation, to help people make the everyday journeys that matter most to them. Further details will be announced in due course
- Continued support for the development of major transport projects, including pushing on with work on the Leeds to Manchester route of Northern Powerhouse Rail, and driving forward East West rail links in the Oxford to Cambridge Arc

## 2.9 **Department for Business, Energy and Industrial Strategy**

The Department for Business, Energy and Industrial Strategy's budget will increase by 2.1 per cent in real terms (excluding the Nuclear Decommissioning Authority). The settlement includes:

- £30m to accelerate progress on developing decarbonisation schemes that will help to move the UK towards its Net Zero greenhouse gas emissions target by 2050. Exact information regarding how this funding will be directed will be confirmed in the National Infrastructure Strategy, due out in autumn. Government appear keen to prioritise rebuilding national infrastructure as high-quality, low carbon and reliable infrastructure is essential to how we live, work and travel; and will also help the move towards achieving UK greenhouse gas emissions targets
- £28 million to deliver compliance and enforcement activities against firm underpaying workers under National Minimum Wage and National Living Wage rules
- Support for small businesses to grow, including providing access to finance via the British Business Bank
- Improving the impact of the government's funding for parental leave and pay arrangements by reviewing the effectiveness of existing schemes and consulting on future plans
- Continuing to provide £191 million to support delivery of Brexit-related activities
- £87 million of Official Development Assistance funding to help developing countries reduce their carbon emissions and adapt to the effects of climate change
- £243 million additional funding for the Nuclear Decommissioning Authority to enable it to continue the work of safely decommissioning the UK's nuclear legacy sites
- £8 million funding for Companies House to deliver new policies relating to economic crime and anti-money laundering.

In the autumn, Government will set out plans to significantly boost public Research & Development funding, provide greater long-term certainty to the scientific community, and accelerate its ambition to reach 2.4 per cent of GDP.

#### 2.10 ***Department for Digital, Culture, Media and Sport***

The Department for Digital, Culture, Media and Sport's budget will increase by 4.1 per cent in real terms. The settlement includes:

- Over £300 million to support national museums and galleries
- Over £500 million for Arts Council England and Sport England to drive participation in cultural and sporting activities
- £50 million for UK Sport to support Team GB and Paralympics GB in Tokyo in 2020
- Continued investment in the digital economy, with programmes to support the UK tech sector and help people to stay safe online
- Continuation of the Discover England Fund to promote inbound tourism and showcase visitor destinations across England.

Further detail on how the UK will make progress towards its targets for full fibre broadband will be set out in the National Infrastructure Strategy in the autumn.

### 2.11 ***Department for the Environment, Food and Rural Affairs***

The Department for the Environment, Food and Rural Affairs budget will increase by 3.3 per cent in real terms. The settlement includes:

- £432 million of Brexit funding, including an additional £20 million to support delivery of Defra's replacement for the Common Agricultural Policy in England, which will prioritise environmental outcomes
- More than £30m increase in funding for air quality
- An additional £30 million for terrestrial and marine biodiversity measures, to support the maintenance and restoration of vital habitats for wildlife, progress nature-based solutions for climate change mitigation and adaptation, and deliver the 25 Year Environment Plan. This investment will also be used to deliver a review into the economic value of biodiversity, similar to the existing natural capital accounts already developed in Greater Manchester, as well as maintaining and restoring habitats, which would link to the Greater Manchester IGNITION Project which seeks to identify innovative investment mechanism for nature based solutions for climate change adaptation.

### 2.12 ***Department for Work and Pensions***

The Department for Work and Pensions budget will increase by 1.9 per cent in real terms. The settlement includes a £106 million package to fund the Plan for DWP Excellence. This includes

- £40 million for Discretionary Housing Payments to tackle affordability pressures in the private rented sector
- £36 million to ensure DWP decision-making is accurate as well as improving safeguarding by creating a new independent Serious Case Panel
- £7 million to expand Jobcentre advisor support in schools for young people with special educational needs and extending eligibility for Access to Work to internships for disabled people
- £23 million to fund other measures, including support for vulnerable claimants and people with complex needs migrating to Universal Credit, additional outreach activities to support those who are homeless, and increasing the number of Armed Forces champions to support veterans when entering the labour market.

In addition to this, DWP's resource budget will enable the department to continue to:

- improve financial security through the accurate and timely administration of benefit payments, including the secure delivery of Universal Credit
- deliver frontline services
- ensure older people are able to live with the dignity and respect they deserve by supporting private pension saving and delivering the State Pension

There is no detail on the Work & Health Programme, however the increase in DWP's resource budget in 2020-21 will enable them to continue to 'help people move into work and support their progression in work, through targeted

employment support programmes and tailored interventions for disadvantaged groups’.

### 2.13 **Department for International Trade**

The Department for International Trade’s budget will increase by 2.3 per cent in real terms. The settlement includes:

- Additional funding to deliver a Free Trade Agreement programme
- Funding for the new trade policy framework as the UK leaves the EU
- Funding for the DIT overseas network, regional and sector teams and programme of activities to support UK businesses around the world, break down barriers to trade and strengthen the UK’s leading position as a destination for inward investment
- Continued funding for the DIT-led cross-government GREAT Britain campaign, promoting a truly Global Britain
- Ongoing investment in priority international trade capital projects including to support work to agree free trade agreements and establish an independent trade policy

### 2.14 **Cabinet Office**

The Cabinet Office’s budget will increase by 7.4 per cent.

The settlement includes £5 million for the new Office for Veterans’ Affairs, which will coordinate across the public sector to improve support for veterans – from ensuring they get the medical treatment they require, to further training and skills after they have transitioned from service to keep them in good jobs, to targeted interventions to prevent veteran homelessness.

## 3. **Infrastructure**

3.1 The Chancellor’s speech set out plans for an “infrastructure revolution” including: faster broadband, cleaner energy, greener transport, and more affordable fuel bills, more trains and buses to connect cities of the north, world class schools and hospitals and plans to push the frontiers of science and technology and turbocharge ambitions on research and development.

3.2 Government resources will be used to kickstart the infrastructure revolution but the Government will do more to give private investors the confidence to back projects too. Projects will have to show real value for money, with credible delivery plans and budgets. Investment will be targeted at national priorities like regional growth and decarbonisation. However, no specific funding was announced in the Spending Round - further details on these plans will be set out in the Budget later this year and with the publication of the National Infrastructure Strategy.

## 4. **Focusing on outcomes / public services**

4.1 The Spending Round confirms a new focus by the Government on outcomes for public services. Outcomes and metrics are currently being developed across Government, with further details to be confirmed in the Autumn.

4.2 The Government is embedding a new Public Value Framework to maximise the value it delivers with the money it spends, based on the recommendations of Sir Michael Barber’s report *Delivering better outcomes for citizens*. These reforms mean

future spending decisions, including the multi-year spending review next year, will be shaped by a greater focus on the outcomes to be delivered and informed by better evidence on performance and impact.

- 4.3 The Spending Round also confirms a fund of £0.2 billion in 2020-21 to pilot innovative approaches to cross-public sector working. The aim is to build a better evidence base and test how joint working between two or more public sector organisations can improve outcomes and deliver better value for money. This could present an opportunity for GM to deliver the ambitions presented in its Unified Public Services White Paper

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## **GM LOCAL ENTERPRISE PARTNERSHIP BOARD**

**SUBJECT:** Greater Manchester Internationalisation Strategy: 2020 Refresh

**DATE:** 16<sup>th</sup> September 2019

**FROM:** John Holden, Assistant Director Research and Strategy

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### **PURPOSE OF REPORT**

The report proposes an approach to refreshing the existing Greater Manchester Internationalisation Strategy with a view to agreeing an updated strategy for March 2020.

### **RECOMMENDATIONS**

The LEP Board is asked to:

- i. Consider the report and provide feedback

### **CONTACT OFFICERS:**

John Holden, Assistant Director Research and Strategy  
[john.holden@greatermanchester-ca.gov.uk](mailto:john.holden@greatermanchester-ca.gov.uk)

David Rogerson, Principal – Strategy and Policy  
[david.rogerson@greatermanchester-ca.gov.uk](mailto:david.rogerson@greatermanchester-ca.gov.uk)

## 1. Introduction and background

1.1 In September 2017 the GMCA and GMLEP agreed a three-year internationalisation strategy. The strategy focuses on eight priorities:

- Global **gateway** for the UK and North
- World centre for **trade**.
- UK magnet for **foreign direct investment**.
- A portfolio of prime **foreign capital investment** opportunities.
- Strengthened world leading international **research capabilities**.
- The best UK destination for **international students**.
- A world class **visitors** hub
- Building the Manchester **brand and reputation**.

1.2 The Internationalisation Strategy is embedded within the Greater Manchester Strategy which was adopted in July 2017 and the priorities and actions set out in its Implementation Plan are embedded within the Growth Company Business Plan and inform the activities of the GM Combined Authority and the work of key partners including the Universities and Manchester Airport.

1.3 The strategy was reviewed in September 2018 to ensure that the priorities were still appropriate in light of the continued uncertainty following the UK's decision to leave the European Union, and to identify the key actions for the final 18 months of the strategy's life. This concluded that whilst eight Strategy priorities remain robust, GM's actions (and tactics) to achieve the overall agreed outcomes needed to be refined to reflect changing circumstances. As a result, an updated Action Plan was approved by the GMCA and GM LEP.

1.4 As the strategy moves into its final months, it is once again an appropriate time to review the priorities set out in the strategy, as well as the progress being made with its implementation. This note sets out a proposed approach to undertaking this review, with the aim being to have a refreshed and expanded Internationalisation Strategy and implementation plans in place in 2020.

## 2. Local, national and international context

1.1 Since the strategy was put together and agreed in 2017, there have been a number of significant changes to the context in which the strategy operates. These include:

- Continued uncertainty around both the EU withdrawal process (with a 'no deal' Brexit rising in likelihood) and the future long-term trading relationship with the EU.
- The agreement of the Greater Manchester Local Industrial Strategy, which includes a stronger focus on priority sectors than previous strategies. It highlights the importance of increasing exports and inward investment for productivity growth in the city region. It announced Greater Manchester's intention to launch a new Global Prosperity Partnerships model to promote high value trade, technology exchange, and scale up high growth companies to compete globally.
- The election of a Mayor and enhanced profile of the GMCA, which has led to an increase in the number of requests for visits to the city region (covering trade and



investment, but also best practice policy exchange and wider cultural engagement) and opens up new opportunities to drive forward the city region's international agenda.

- An increased emphasis by GM on the importance and economic potential of city-to-city civic relationships, with the signing of a collaboration agreement with Barcelona and agreements in development several others, including with Tianjin in China, Sylhet in Bangladesh and Bangalore in India.
- The development of a wider suite of GM strategies which all have an international component, including the digital strategy, cultural strategy, 5-year environment plan and so on.
- The agreement of a national Tourism Sector Deal, which Greater Manchester is expected to have a lead role in implementing.
- The launch of the national export strategy in August 2018, which sets a new national ambition for exports to account for 35% of GDP (up from 30%) and outlines national plans for the practical, promotional and financial support to help achieve this.
- Increased coordination of Northern activity around inward investment and trade, led by the Greater Manchester LEP and Growth Company.
- Development of GM's internationalisation institutional capacity, including the ongoing development of the Manchester-China Forum and the creation of the Manchester-India Partnership.
- Announcement of the redevelopment of Manchester Airport Transformation Programme which will £1bn of investment to transform the Airport, including the building of a new terminal.
- Continued success in international collaborations and attracting international students, in the face of significant policy uncertainty of the future national arrangements for collaborations and student visas.
- A significant body of work developing a coordinated approach to the marketing of Greater Manchester.

2.2 All of these factors will need to be understood in the GM context and taken into account in the refreshed Internationalisation Strategy.

## **2. Approach to refreshing the Internationalisation Strategy.**

2.1 It is felt that the areas of focus of the existing strategy are still important and will all need to be included in the refreshed-strategy, albeit the framing of these may need to change to reflect lessons learnt (for example in practice there has been little benefit in separating foreign direct investment from foreign capital investment). It also is felt that emphasis this time will need to be made on stronger articulation of our target markets.

2.2 This approach also presents an opportunity to learn from GM's existing city-to-city relationships and to better understand the potential added value these links could bring to a refreshed strategy.

2.3 Initial mapping of these relationships has looked at a broad number of policy areas including crime and policing, health and care, resilience, environment, transport, housing, data, public service, as well as trade and investment.

- 2.4 This work will help to ascertain which non-UK cities GM, districts and partners are already interacting with; those where there are possible new relationships; and the potential to develop a more joined up approach to maximise the benefit for the whole of the city region.
- 2.5 A key feature of GM's approach to internationalisation to date has been a strong focus on implementation, including through producing an action plan which sits alongside the strategy and coordinates the actions of the different partners who are involved in delivering it. There is however a need to strengthen our approach to implementation and ensure that all partners are actively delivering on their elements of the strategy. To ensure this is the case, a series of thematic implementation plans will be developed and agreed with relevant delivery organisations alongside the updated strategic document.
- 2.6 It is proposed that the following process is followed to update the strategy:
- i. **Evidence base update and review of existing strategy:** an update of the evidence base will be led by the GMCA research team. This will focus on quantifying progress against key measures (such as exports, inward investment, international visitors, international research collaborations and students, and so on), identifying new trends and the implications of these for Greater Manchester, and assessing the appropriateness of the priorities and activities being undertaken – see Appendix below for a draft of current performance with data to be confirmed/completed as part of the evidence update. This work will include an assessment of how the existing strategy sits alongside recent contextual changes/new policies, some of which are set out above. It will also include the work which has been undertaken by the GMCA to map city-to-city relationships and opportunities.
  - ii. **Consultation:** A key feature of the GM Internationalisation Strategy is that it is jointly owned by a broad range of partners who use it to guide and coordinate their international activity. It is proposed that a series of one-to-one interviews are undertaken with senior leaders and operational staff within these organisations to understand the strengths/weaknesses of the current strategy and gather views on what the new strategy should include and how it should be implemented. It is planned to speak to key stakeholders twice in the process to ensure their buy-in. The first round of one-to-one meetings will be undertaken by the GMCA strategy team and will take place in October and November 2019. The second round will be undertaken in early 2020.
  - iii. **Expert advice:** the international economy is going through a period of profound change. The uncertainty around the Brexit outcome dominates UK discussions, but globally the increasingly protectionist US market, and the prospect of a US-China trade war mean there are significant headwinds in which GM is developing its plans. Recent years have also seen radical shifts in the nature of global trade, particularly the rise of the global digital economy (which creates new opportunities through radically reducing the costs of “going global” for firms that can trade online, but also introduces new risks) and the ‘servicisation’ of goods exports (this is where services, such as on-going maintenance or financial services, are packaged in with goods sales increasing value added by also the complexity of international trade). The new opportunities an increased

focus on city-to-city relationships presents is not yet fully understood. It is proposed that expert advice on the implications of these new trends for Greater Manchester is brought in to ensure that the refreshed Internationalisation Strategy is grounded in leading-edge thinking. Funding has been set aside from LEP Capacity Funds for this. The work will be undertaken late-2019/early-2020.

- iv. **Governance:** the refresh of the Internationalisation Strategy will be overseen by the GM LEP and the GM Growth Board (on behalf of the GMCA). The GM Internationalisation and Marketing Board (IMAB) will act as the steering group for the refresh, ensuring that there is strong business and stakeholders input to the work. The IMAB Chair and nominated leads (from IMAB and the Growth Board) will be asked to be involved in the “day to day” development of strategy, ensuring that the Advisory Board, LEP and Growth Board are actively involved in its development. The Chair of the IMAB will lead on the refresh on behalf of the GM LEP and report progress to LEP Board meetings.
- 2.7 Given the current uncertainty around Brexit and the UK’s future trading relationships with the rest of the world, there is a need to be flexible around the timings for the completion of the refreshed strategy. It is proposed that work around developing the evidence base and consultation is progressed and a date for publication in 2020 will be agreed in due course as the national situation becomes clearer.

## Appendix 1: Outcome Performance

Operational Objective	Strategy 2020 Outcomes	Mid-Term Performance Review: April 2018	Performance at August 2019
<p><b>IS01: Global Gateway for the UK and the North:</b> Implementation of MAG route development strategy; Accelerate north road and rail infrastructure; destination gateway for the north; strategic destination airline partnerships.</p>	<p>Increase the number of inbound international businesses from 1.02m to 1.31m by 2020. Increase the number of inbound international tourists from 2.91m to 3.43m by 2020.</p>	<p>Inbound international business visitor number increased from 1.02m in 2015 to 1.491m in 2017 (+46%) Inbound international leisure visitors increased from 2.91 m in 2015 to 3.822m in 2017 (+31%)</p>	<p>Updated data will form part of the wider evidence base review</p>
<p><b>IS02: World Centre for Trade across key GM Sectors:</b> Export orientated business culture; Extensive support to existing exporters; Fully integrated business export offer; identify gaps and weakness in international supply chains.</p>	<p>Improve our export performance by £900m by 2020 (from £5.35bn(2015) to £6.25bn) and narrow the gap between our actual and “expected” export performance by 17%.</p>	<p>GM total exports in 2016 stood at £6.4billion, 23% of the North West total and 2% of the UK total. This represents a significant 16% rise from 2015, following 3% growth from the level in 2014 to 2015, and 0.1% growth between 2013 and 2014. The EU accounted for approximately 58% of exports in GM in 2016, in line with both 2014 and 2015.</p>	<p>Total GM exports rose by 5% in 2017 to £6.7 billion</p>
<p><b>IS03: UK Magnet for FDI</b> Exploit internal MGC operational synergies; market partnerships with private sector; strong relationship with DIT; Portfolio of international collaborative R&amp;D opps with Universities leading to FDI; Target heads of supply chains.</p>	<p>Increase our proportion of UK FDI from 3.5% to 5%. This would be worth up to an additional £300m investment over the strategy period.</p>	<p>EY’s 2018 <i>UK Attractiveness Survey</i> is due to be published in May and will contain an in-depth analysis of the UK’s performance in attracting FDI since the referendum vote up to the end of 2017</p>	<p>In 2018 the UK FDI consisted of 1,054 projects with Greater Manchester accounting for 38 of them or 3.6%</p>

<p><b>IS04: Portfolio of Prime FCI Opportunities</b> Leverage intelligence through GMSF site identification; Promotion of portfolio working with DIT: improve GM capacity to exploit FCI opportunities.</p>	<p>Win large scale FCI projects can be expected to enable GM to secure a minimum additional £1bn FCI during the Strategy period.</p>	<p>The level of FCI investment projects in GM has increased significantly. With FCI China investment alone exceeding £3bn</p>	<p>Updated data will form part of the wider evidence base review</p>
<p><b>IS05: Strengthened international research capabilities and International Talent Base</b> Development of Manchester Visa to attract international talent in key areas (digital and engineering); leverage Science Audit strategic positioning; attraction of international entrepreneurs.</p>	<p>Grow the international research reputations of GM universities measured through improvements in university league table rankings.</p>	<p>Manchester University International ranking was 34<sup>th</sup> in QS Ranking in 2017 from 29<sup>th</sup> in 2016</p> <p>Salford University remains in top 650 worldwide</p> <p>MMU remains in top 800 worldwide.</p>	<p>The University of Manchester was ranked 27<sup>th</sup> in the 2020 QS Rankings, up from 29<sup>th</sup> in 2019</p> <p>Salford University was ranked in the top 1,000 universities worldwide</p> <p>MMU was ranked in the top 800 universities worldwide</p>
<p><b>IS06: The best UK Destination for International Students.</b> Development of Study Manchester Platform; salary thresholds to reflect local economy; develop blended learning and foundation degrees for international students.</p>	<p>Our target is for 20% of students studying in Greater Manchester to be from overseas by 2020 from 15%.</p>	<p>The proportion of international students across GM universities increased from 15% to 17% over the strategy period.</p>	<p>The latest figures for 2017/18 show GM universities with 100,995 students of which 19,015 are international or 18.8%</p>
<p><b>IS07: A World Class Visitor Hub</b> Commercially integrated visitor packages and marketing; Public/private partnership to attract international events; Northern</p>	<p>Match UK average growth (12%) by the end of the Strategy period through additional investment to implement the above Strategic enablers. This would result in additional £64m of visitor spend.</p>	<p>Visitor volume figures for 2017 are not available until Jul 2018 so a 3 yr comparator figure for 2014-17 cannot be provided, however, the GM visitor number uplift from 2013 to 2016 was 18%, which is</p>	<p>Updated data will form part of the wider evidence base review</p>

tourism campaign; Analysis to understand gaps in offer;	(GM Growth over the period 2011-14 was 4.3%, compared to the UK average of 12%.)	ahead of the UK increase of 15% for the same period	
<b>IS08: Build Manchester Brand and Reputation and tell our story brilliantly.</b> Develop GM narrative; Cross sector digital platform; develop new international networks and strategic partnerships.	We aim to measure our progress in building our international brand and reputation through a range of mechanisms including the monitoring of recognised global city indexes	Our position in the Anholt index rose from 27 <sup>th</sup> in 2015 to 24 <sup>th</sup> in 2017.	Updated data will form part of the wider evidence base review.



## **GREATER MANCHESTER LOCAL ENTERPRISE PARTNERSHIP**

Date: 16<sup>th</sup> September 2019

Subject: Greater Manchester Brexit Preparedness Update

Report of: John Holden, Assistant Director, GMCA and Mark Hughes, Chief Executive, Growth Company

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### **PURPOSE OF REPORT:**

To provide an update on the preparations underway across Greater Manchester for Brexit, and considering possible mitigating actions to minimise the impact should the UK exit the EU without a deal.

### **RECOMMENDATION:**

That LEP Members note the activity underway to prepare Greater Manchester for Brexit.

### **CONTACT OFFICERS:**

John Holden, Assistant Director, GMCA  
John.holden@greatermanchester-ca.gov.uk

Mark Hughes, Chief Executive, Growth Company  
Mark.hughes@growthco.uk

## **1. INTRODUCTION**

- 1.1 The UK is due to leave the EU on 31<sup>st</sup> October. The Prime Minister has vowed to leave on the 31<sup>st</sup> October “come what may”. The Government is however facing significant opposition to their current approach and, at the time of writing, the national situation remains extremely uncertain.

## **2. GM BREXIT PREPAREDNESS**

- 2.1 A small amount of funding has been awarded to Local Authorities, Local Resilience Forum and the Combined Authority to support Brexit readiness. Agencies from across Greater Manchester have been meeting monthly to consider possible impacts arising from Brexit and to ensure appropriate preparatory actions are being taken. Those meetings of the GM Brexit Preparedness Group have now been increased in frequency to fortnightly as we near Brexit day. The membership of the Brexit Preparedness Group includes: GMCA, Local Authority representation, AGMA Resilience Unit, GMP, Growth Company, TfGM, NHS, GMCVO and Manchester Airport.
- 2.2 As part of the national preparations for EU exit, each Local Authority and Combined Authority has nominated a Brexit Lead Officer. In Greater Manchester we are bringing together these Lead Officers to ensure coordination of activity and consistency in approaches across GM. The district Brexit Lead Officers have joined the wider GM Brexit Preparedness Group.
- 2.3 In recognition of the potential for short and longer term economic impacts from the on-going uncertainty and potential no deal exit from the EU, a multi-agency Economic Resilience Taskforce has been established, bringing together key GM bodies to try to ensure a coherent and comprehensive package of support as possible is provided to businesses and individuals facing any threat of redundancy should we exit under a no deal scenario or an economic downturn occurs. The membership of the taskforce includes, GMCA and Local Authority representation, the Growth Company, Jobcentre Plus, the Cities & Local Growth Unit, Business representative organisations (including the GM Chamber of Commerce and FSB), GMCVO, Citizens Advice and Trade Union representatives.
- 2.4 To support and inform the work of the Economic Resilience Taskforce, a dashboard of leading indicators is being developed, to track how the national and GM economy is performing, in order to identify any possible economic shocks as early as possible. The Taskforce (and dashboard) are considering arising impacts in terms of overall economic resilience; business & sector impacts; and, impacts on GM residents. The draft dashboard is currently under development and will be shared as soon as it is completed.

## **3. BREXIT BUSINESS SUPPORT**



3.1 In response to the evolving Brexit environment the Business Growth Hub will be delivering a series of 9 Brexit events aimed at 50-80 delegates each across Greater Manchester. These events will be hosted jointly with Local Authorities and with specialist partners and BGH staff presenting on the business support available to deal with the potential effects of Brexit. Two events are currently being finalised and will be open for registration during the week commencing the 2 September. In addition the Business Growth Hub is providing:

- Monthly 'podcast' updates to the LA economic development teams – 10 minute updates on the business support and any changes in the info that may have an impact in SMEs
- Monthly blogs issued – on key topics such as EU Settlement Status, retaining EU talent and supply chain issues.
- Weekly Brexit news updates onto GC Business Growth Hub Brexit Website
- Updates via Social media

3.2 Advisory staff will also be up skilled during the beginning of October with Advisor briefing sessions and will also be supported with suitable assets and tools.

3.3 The Growth Company are also working with partners to improve real time information available on companies at risk, and are aware of the need to adapt and flex services in response to changing business needs.

3.4 The Business Growth Hub also continues to work with GM Membership Organisations meeting regularly to share intelligence and track changes in business. As part of this the GC Business Growth Hub has continued to survey and work with businesses to identify those potentially affected by Brexit. Ongoing survey work shows over the last 12 months:

- Of the 1,848 businesses surveyed between 30/8/18 and 30/8/19, 33% don't know yet if Brexit would have an impact; 35% remained neutral; and 23% reporting a negative impact. Only 9% of businesses stated that the announcement of Brexit has had a positive overall impact on their organisation.
- In this same survey, 11% of businesses did not yet know if they would require support; 12% of businesses required business support; and 77% indicated that they did not require support.
- In addition, 3% of businesses froze on hiring new staff members, whilst 65% continued to hire at the same pace.
- Of the 1,848, 27% reported to have business links with Europe (19% importing and exporting).

3.5 In the last 3 months survey statistics show little change, although there has been an increase in the number of businesses unsure about the impact of Brexit and businesses freezing recruitment:

- Of the 173 businesses surveyed in the last 3 months, 44% don't know yet if Brexit would have an impact; 28% remained neutral; 20% indicated a

negative impact; whilst 8% of businesses stated that the announcement of Brexit has had a positive overall impact on their organisation.

- In this same survey, 20% of businesses required business support; 70% did not require support; and 10% do not know yet.
- The number of businesses freezing recruitment of new staff members rose to 5%, whilst 60% continued to hire at the same pace.
- Of the 173, 43% reported to have businesses links with Europe (28% importing and exporting).

3.6 In terms of future funding, Government has announced its intention that a UK Shared Prosperity Fund will be put in place following the UK's anticipated withdrawal from EU Structural Funds. EU Structural Funds have been a key source of locally-responsive funding for regeneration, economic development, and skills and work activity across GM over recent decades. An announcement on the design and implementation timeline for the UK Shared Prosperity Fund has been expected for some time and it was anticipated that Government would make an announcement in the September Spending Round. However, no formal announcement was made which creates a risk that there will be delays to the Fund coming on stream.

#### 4. GM BREXIT PREPAREDNESS

4.1 Wider preparations are being led by the GM Brexit Readiness Group and the Local Resilience Forum. Preparations are underway or being considered in the following areas:

- **Borders** – Manchester Airport is liaising directly with Government, as a point of entry to the UK. Assurances have been received regarding ongoing airport operations for both passengers and freight. Port Salford and City Airport are not considered points of entry to the UK.
- **Transport & Infrastructure** - Assessments are ongoing to ensure transport and infrastructure projects continue. A register of major infrastructure projects (over £10m) across GM is being compiled; along with an assessment of the risks potentially posed to their delivery.
- **Health & Social Care** – Preparations for the health sector is being led nationally by NHS England and Department for Health. There has been no requirement for local NHS to stockpile any medicines or medical supplies. The reliance on EU workers in the health & social care sector is a particular risk. Work has been undertaken to support health and care workers to complete the EU settlement scheme. As preparations ramp up towards October, local agencies will again engage and align with the national model.
- **Food, Water & Energy** - Activity will be led by the Local Resilience Forum, liaising with national government as required. Specific shortages

are not anticipated, regular liaison with the relevant Government departments are underway.

- **Engagement with Government** - Regular reporting requirements to Government are expected to increase in volume and frequency as Brexit day nears. The Local Resilience Forum and members of the Brexit Readiness Group are engaging with the relevant departments and ensuring information requests are dealt with in a coordinated and timely manner. Engagement across working groups, analysis of impact data released, and direct departmental requests for information and local Brexit planning information have been undertaken.
- **Civil Contingencies** - Work has been undertaken to understand possible impacts on current and future risk scenarios, in both the short and medium terms. Scenario based planning exercises have taken place, and the Local Resilience Forum continues to consider possible impacts arising. Further events will be delivered to test future risk scenarios. Also, work has been delivered to ensure agencies have in place up to date and robust business continuity plans.
- **Higher Education Sector** - Work has been undertaken to understand the possible impacts on the numbers of EU students and lecturers. Early testing of the EU settlement scheme was used in the sector and support continues to be provided to ensure EU citizens apply for settled status. Assurances continue to be sought from Government for future EU research funding.
- **Organisational Readiness & Impacts** – Public sector organisations have been considering the possible impacts on their own operations arising from Brexit, including workforce and legal implications. As Brexit day nears, organisations have expressed concerns regarding potential capacity issues to meet the necessary reporting requirements and take the appropriate actions required. All districts and GMCA now have signposting information on their websites to support EU citizens resident in their area.
- **Data** - Under a no-deal scenario, the flow and transfer of personal data may be impacted. Information has been shared with public sector agencies to ensure all are undertaking the necessary preparations and advice is being passed onto businesses to ensure they can put in place any necessary mitigating actions.

## 5. RECOMMENDATION

5.1 That LEP Members note the activity underway to prepare Greater Manchester for Brexit.

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## GREATER MANCHESTER LOCAL ENTERPRISE PARTNERSHIP

Date: 16<sup>th</sup> September 2019

Subject: Local Growth Fund Delivery update

Report of: Gemma Marsh, Assistant Director – Skills (Policy, Strategy & Delivery)

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### PURPOSE OF REPORT

This paper provides an update on the Local Growth Fund (LGF) programme delivery for comment and approval.

### BACKGROUND

The 2019/20 LGF delivery plan was reviewed and approved by the LEP board members in May 2019. A further update on LGF delivery for the whole programme was agreed to be given every 6 months.

Therefore a presentation has been prepared to be delivered at this board meeting alongside an appendix table which details the individual projects on the programme.

### RECOMMENDATIONS

Members are asked to

- Note and comment on the presentation delivered
- Note and comment on the attached appendix table detailing projects.

### CONTACT OFFICERS

Simon Nokes, Executive Director of Strategy & Policy, GMCA  
[simon.nokes@greatermanchester-ca.gov.uk](mailto:simon.nokes@greatermanchester-ca.gov.uk)

Gemma Marsh, Assistant Director – Skills (Policy, Strategy & Delivery)  
[Gemma.marsh@greatermanchester-ca.gov.uk](mailto:Gemma.marsh@greatermanchester-ca.gov.uk)

Steve Warrener [steve.warrener@tfgm.com](mailto:steve.warrener@tfgm.com)

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Appendix – Local Growth Fund Projects and August 2019 update.

Theme	Project	Total Project cost (inc RGF and other public/private funding)	2019/20 Status	Industry/c urrericulum focus	Project description	August 2019 update
Skills capital	Mantra	£1,069,592	Complete	Logistics	Logistics centre focusing on the rapidly growing industry of customer returns.	Physical build completed, grand opening March 2019. Post project monitoring now in place to evaluate impact. Branding and comms include LEP and CA support.
	MGC	£90,076	Complete	N/A	16-18 NEET provision. Functional skills	Physical build complete 2017. Post project monitoring and evaluation to be completed.
	Tameside College	£996,000	Complete	Engineering	Advanced manufacturing equipment.	Physical build complete Sept 2016. Post project monitoring and evaluation complete with significant impact. Branding and comms include LEP and CA support, ministerial visit hosted in June 2019. See case study.
	Tameside MBC	£18,255,000	Complete	Service Industry	This campus will focus on the service industry, including business, beauty, and catering.	Physical build complete March 19, over budget due to the collapse of Carrillion therefore additional 1.5m authorised still needs to be granted. Branding, comms and post project monitoring to be confirmed.
	Salford College	£3,988,183	Complete	Digital and creative	FutureSkills@MediaCityUK. Broadcasting, finance, management of creative and digital curriculum.	Physical build complete August 2018. Branding includes LEP and CA support. Post project monitoring received back with significant impact of investment.

Stockport & Trafford College	£23,326,154	In Delivery	Business, construction, health, creative, tourism	Mixture of refurb and new build to improve the campus estate condition. Resulting in a highly specialised curriculum at level 4+	Project is in construction, slight delay due to the need to re procure a main contractor but on schedule for completion Dec 2020.
Bolton College	£30,000,000	In Delivery	Medicine and Healthcare	Joint project with Bolton Council, NHS and Bolton University to transform the curriculum offer at higher levels within this sector.	Final details being confirmed, construction due to start 2019 open 2022. Treasury Minister visited the site in August 19. LEP and CA support given for comms.
Wigan & Leigh College	£1,810,000	In Delivery	Engineering and Construction	Construction and remodelling works to create a better replica of modern working environments and rationalise the space	Construction taking place 19/20
Wigan & Leigh College	£805,000	In Delivery	Retail, health, digital	Rationalise all Leigh activities onto one campus specialising in T levels and L4+ qualifications	Construction taking place 19/20
LTE group	£139,000,000	In Delivery	Creative and Digital	Centre of excellence in creative and digital in city centre. Refurbish Harpurhey and Wythenshawe sites.	Final details being confirmed, construction due to start 2019 open 2022.
Tameside College	£9,907,360	In Delivery	Construction	Specialist providing of carpentry & joinery, electrical, plumbing, brick and trowel trades, including at higher levels.	Demolition now underway, construction to start late 19. Operational by Sept 2020.
Bury College	£6,750,000	In Delivery	Science, Technology, Engineering & Maths	Build a new Health Innovation STEM Centre to support the delivery of additional / new Health, Science, and related Technologies activity.	Legals drafting
Oldham College	£8,950,000	In Delivery	Construction	Create new state of the art Construction training centre and reconfiguration of existing buildings for alternative teaching accommodation	Legals drafting
Skills Capital Round 3	TBC	Pending approval	TBC	Final round of Skills Capital applications will be invited in 19/20.	



Economic development and regeneration	Graphene Engineering Innovation Centre	£10,000,000	Complete	Science	Equipment for the GEIC, an innovation centre designed to work in collaboration with industry	Physical completion late 2018. Branding includes LEP and CA support. Post project monitoring received back with significant impact of investment. Visit hosted from MHCLG Director in August 19.
	Business Support – digital capital	£1,000,000	Complete	Digital	Digital transformation project to allow the Business Growth Hub to use technologies to enhance its service delivery to SMEs.	Physical completion Dec 17. Post project monitoring has demonstrated a good impact.
	School of Design and Arts (SODA)	£35,000,000	In Delivery	Creative and Digital	The facility will incorporate specialist and flexible production studios and labs, a cinema, a business incubation hub and staff offices	Construction has commenced Summer 19. Due for completion late 2021.
	Cyber Innovation Centre	£10,000,000	TBC	Digital	The cyber innovation centre will host start-ups and a hub of security organisations including GMP and the cyber foundry programme.	Project details still to be confirmed.
	Productivity and Inclusive Growth programme	£30,000,000	In Delivery	Business Growth	An integrated business support offer led by the Business Growth Hub to deliver sustainable and inclusive growth across the city-region.	Outputs and monitoring now in place and being reported.
	Life Sciences Fund	£20,000,000	In Delivery	Science	Venture capital for businesses located in the region and operating in the life sciences sector.	Outputs and monitoring now in place and being reported.
	Pankhurst Centre	£10,000,000	In Delivery	Health	Creation of a centre focused on capitalising on GM's health and advanced materials strengths.	Legals drafting
	Protos	£17,300,000	In Delivery	Enterprise	Deliver the development of an industrial site in Cheshire for a variety of uses including waste to energy, biomass and environmental technology facilities.	Project has commenced and on plan. Pre construction work is taking place.
	Project Q	£24,000,000	In Delivery	Enterprise	Investment into Apis Assay Technologies Ltd in support of	Project has commenced and on plan. To date the Laboratory has been built,

					purchasing laboratory equipment and providing working capital to service contracts with large pharmaceutical companies. Apis provides laboratory testing services and also performs product development/experiments on cutting edge genomic medicine and biomarkers to improve the prediction and prevention of disease.	equipment purchased and team have been hired.
	Broughton House	£14,100,000	In Delivery	Housing	The Veteran Care Village in Salford has been established since 1916 but is now in need of investment in order to continue the charities work and enable growth. The site will incorporate 24 apartments and an Armed Forces support hub.	Legals drafting
Transp	CCTS MSIRR Gt Ancoats Street	£10,000,000	In Delivery	N/A	To facilitate development and reduce congestion around the eastern section of the Regional Centre's Inner Relief Route.	In development, advance utility diversion works commenced on 17 June and are progressing well on schedule.
ort	CCTS MSIRR Regent Road	£15,000,000	In Delivery	N/A	Major re-configuration at the western gateway to the Regional Centre.	Phase 1 works progressing well with completion summer 2019. Phase 2 works on programme with site set-up currently underway.
	South Heywood Area Wide	£25,561,433	In Delivery	N/A	A new link road from M62 J19 to unlock access to existing and planned strategic sites.	Full Approval Business Case due for submission in October 2019.
	Wigan Gateway A49	£22,310,000	In Delivery	N/A	Strategic link providing a connection from M6 J25 to Wigan Town Centre and strategic sites	In delivery, on budget and on schedule for completion in Spring 2020.
	Wigan Gateway M58	£19,209,354	In Delivery	N/A	A link from J26 of the M6 into west Wigan and Wigan town centre from the M58	In development, design and option appraisal for bridge structure being progressed.

Salford Central stations	£20,500,000	In Delivery	N/A	Improved passenger facilities and additional platforms	In development, with option selection now agreed.
Wigan Gateway Hub	£15,720,000	Complete	N/A	A significant enhancement of the bus station.	Complete. Monitoring and evaluation currently underway.
Ashton Town Centre Interchange	£33,138,500	In Delivery	N/A	Development of a new interchange facility within Ashton Town Centre.	In delivery, on budget and on schedule for completion in Spring 2020.
Stockport Interchange	£41,814,000	In Delivery	N/A	Development of a new interchange facility to improve integration with the town centre and rail station.	In development, Conditional Approval business case review undertaken and procurement process for the D&B contractor and development partner is underway.
Bolton Salford Quality Bus	£39,665,000	In Delivery	N/A	A comprehensive package of bus priority measure.	In phased delivery. Numerous packages have been completed Bolton reserve scheme: Manchester Road Gateway has been included in the programme. Design development work on both the Bolton and Salford reserve schemes is on-going.
Metrolink Improvement	£44,375,000	Complete	N/A	Fleet and infrastructure enhancements to support economic and travel demand growth.	In delivery, substantially complete with the final Sale Turnback element of works scheduled for March 2020.
Bolton Minors	£1,845,000	In Delivery	N/A	Links to improve access from residential areas to town centres and other local destinations	3 schemes have approved business cases and are progressing. Design is proceeding on the remaining schemes.
Bury Minors	£3,675,000	In Delivery	N/A	Works at highway junction bottlenecks and improvements to pedestrian pathways.	6 schemes have approved business cases, of which 3 have completed delivery. The remaining 2 schemes have

					submitted business cases for review and approval.
Manchester Minors	£9,840,000	In Delivery	N/A	Improvements to pedestrian routes / desire lines; making cycling safer and more attractive.	7 of the 11 schemes have approved business cases and 1 has been completed.
Oldham Minors	£9,120,000	In Delivery	N/A	Pedestrian crossings; cycle links; access to parking; highway improvements.	4 schemes complete, 1 scheme on-site and 1 scheme in development. Programme on schedule.
Rochdale Minors	£1,450,000	In Delivery	N/A	Highway and public realm measures to assist pedestrians and improve environment.	All schemes complete, options being considered on how to reallocate underspend.
Salford Minors	£7,826,274	In Delivery	N/A	Junction pinch point improvements combined with pedestrian and public realm benefits.	5 of the 11 schemes have been completed. New Bailey Street Gateway Phase 1 Part 1 completed. RHS Garden scheme on site and remaining schemes in development.
Stockport Minors	£1,284,185	In Delivery	N/A	Highway improvements for traffic in town centres and pedestrian and cycle links.	3 schemes complete with 1 scheme on-site and on schedule.
Tameside Minors	£3,614,000	In Delivery	N/A	Congestion pinch points to town centre. Highway/rail access improvements, cycle links	1 scheme complete with 2 schemes on-site and on schedule.
Trafford Minors	£8,405,000	In Delivery	N/A	Traffic and public realm improvements; improved cycle routes.	3 schemes complete. 1 scheme awaiting result of MCF bid submission to incorporate a wider scheme.
Wigan Minors	£3,770,000	In Delivery	N/A	Pedestrian route improvements. Environmental and traffic calming improvements. Cycle links	4 schemes in development and on schedule.
Cycle & Ride Station	£800,000	In Delivery	N/A	Measures to increase cycling.	In delivery and on schedule.

Bus, Rail, Metro Improvements	£4,000,000	Complete	N/A	Improve minor local access and signage improvements at Metrolink stops to provide better integration with local access routes	In delivery.
Bus, Metro Improvements	£4,900,000	In Delivery	N/A	Passenger information displays improved at bus stations.	In delivery.
Multi Modal Ticketing	£4,700,000	In Delivery	N/A	To improve the functionality of TfGM's journey planner.	Substantially complete.
M60 / Western Gateway Enhancement & A572 Leigh Rd Improvement	£6,587,000	In Delivery	N/A	New junction creating access to Royal Horticultural Society site and improving motorway access to improve capacity	In delivery.
A5063 Trafford Rd Improvement	£15,000,000	In Delivery	N/A	Junction improvements to improve capacity	In development, advance utility package currently being prepared for a start on site in early 2020. Consultation activities taking place. Full Approval Business Case due for submission in January 2020.
Stockport Town Centre Structure Improvement	£4,408,000	In Delivery	N/A	Structure improvements benefiting public access to shopping centre	In delivery.
M6/M58 Interchange	£4,400,000	In Delivery	N/A	Strategic highway connection to motorway network.	GD3 allocation for Wigan M58 link Road.
Carrington relief Road	£9,700,000	In Delivery	N/A	New road opening up development site	Conditional Approval business case being reviewed.

Rail station enhancement, Bus access & KRN Enhancement	£10,000,000	In Delivery	N/A	Improving facilities, creating better environments and improving capacity at junctions	In delivery and on schedule.
Northern Gateway Regeneration	£3,000,000	In Delivery	N/A	New highway connection, supporting development site	GD3 allocation for South Heywood Link Road.
Oldham Town Centre Regeneration & Connectivity	£10,022,000	In Delivery	N/A	Town centre highway and urban realm improvements	In development, submission of Conditional Approval Business Case submission September 2019.
Metrolink additional capacity programme/ Transforming cities	£77,028,000	In Delivery	N/A	Purchase of additional trams and associated capacity improvements	In delivery.
SEMMMS 19/20	£34,394,000	In Delivery	N/A	A555 SEMMMS link road.	In delivery

# Greater Manchester

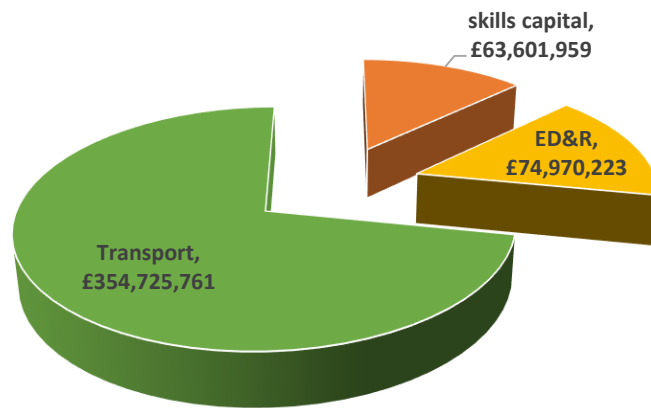
Local Growth Fund update to Local Enterprise  
Partnership Board Members

16<sup>th</sup> September 2019

LEP Board members were provided with a 19/20 delivery plan update in May 2019, Where a 6 monthly update on the LGF programme as a whole was agreed.

£493.3m Local Growth Fund 2015-2021			
Theme	Transport	Economic Development & Regeneration	Skills Capital
Allocation	£355m	£75m	£63m*
% of Total	72%	15%	13%
Projects	35	11	13

Local Growth Fund allocations



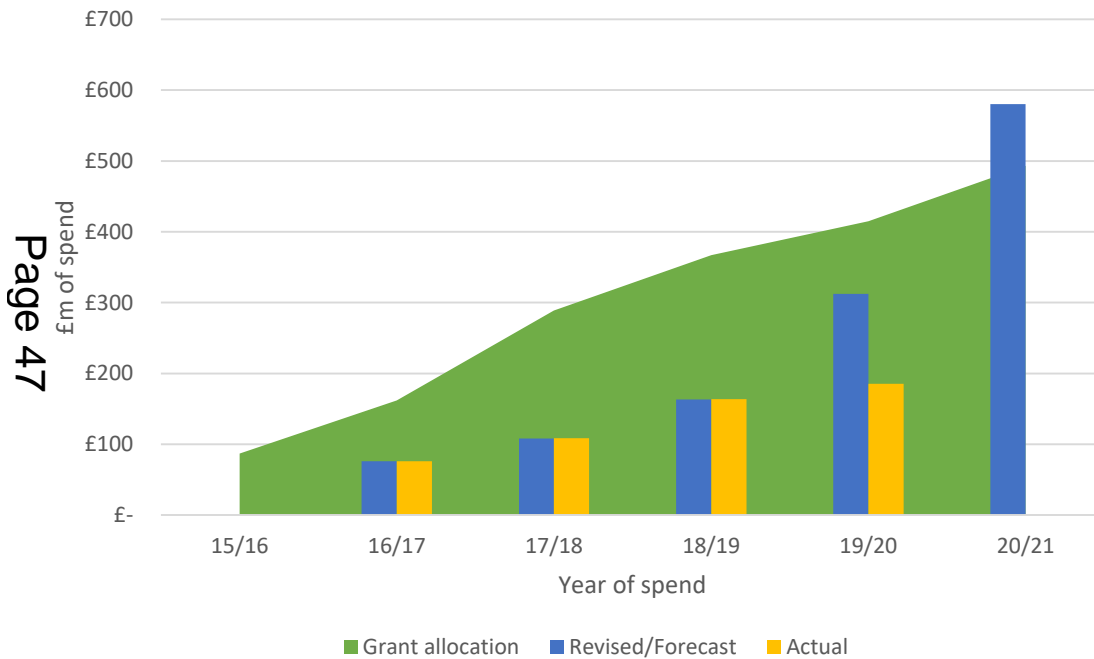
See appendix table for detail on individual projects.

\*£79m Skills Capital in total, £16m is being funded from CA



# Spend Profiles

Profiles against grant allocation



- Each project has a detailed cashflow forecast so we can determine when the grant will be spent by.
- Work has taken place to ensure that LGF spend which sits after March 2021 is minimised. This is due to the time restraints on LGF spend (as per July LEP LGF update)
- £10m of Skills fund will be allocate through the Skills investment pot (£8.2m) and a further round of Skills Capital 3 (1.78m) as agreed at May and July 19 LEP boards.
- Transport projects have purposefully over profiled spend (which is why 20/21 forecast is above grant total) This will be balanced out by the end of this financial year.

# Outputs

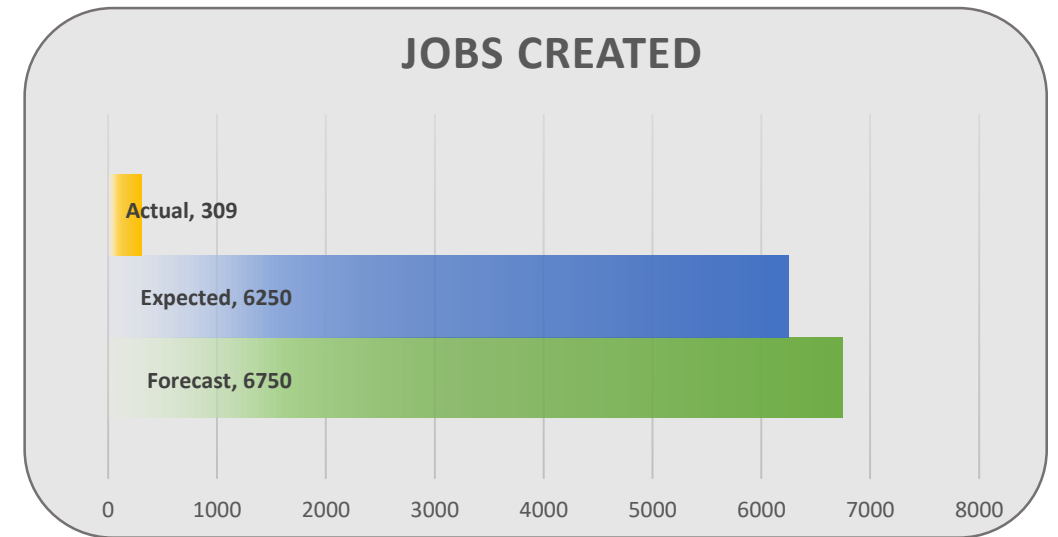
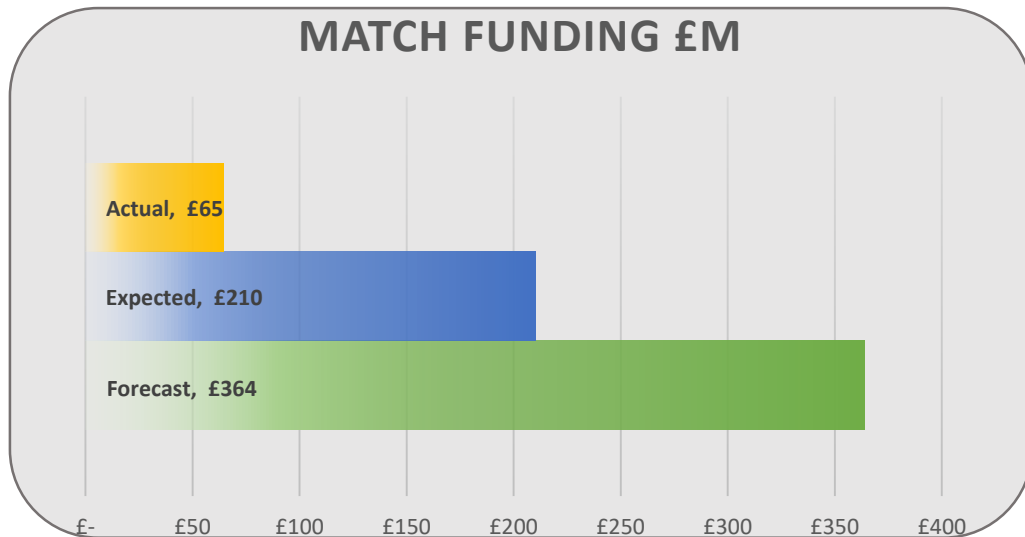
Over the programme lifetime, the £493.5m GM LGF programme is expected\* to leverage **£210m** in match funding and deliver **6,250 job outcomes**.

To date an actual of **£64.5m** match spend and **309** direct jobs have been achieved.

Across all projects we are forecasting **£364m** match funding and **6750 jobs** (4250 indirect from transport and 2500 direct from non transport) to be achieved by 2025.

*\*agreed with Government during original growth deal negotiations*

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£138m  
allocated  
to non  
transport

## 2019 Skills & ED&R highlights

- GMCA LGF Programme manager appointed January 2019.
  - Portfolio of 24 projects

24  
Projects  
approved

### Skills Capital

- 7 projects approved since Jan.
- 8 projects currently in construction/delivery
  - Final round 2 project (Oldham College) taken through governance in May 2019.
  - 5 Projects completed and entered evaluation
- Total of 13 projects approved totalling £77m
- £1.78m approved for Skills Capital round 3, applications will be invited Autumn/Winter 2019.

### Economic Development & Regeneration

- 4 projects approved since Jan.
- 7 projects in construction/delivery
- 2 projects completed and entered evaluation
- Total of 9 projects approved
- 2 projects still to be confirmed (cyber security & Skills Investment pot)

### Tameside College Advanced Engineering Equipment (Skills Capital)

The project involved the acquisition of additional advanced manufacturing and engineering equipment which is housed in the Advanced Engineering Technologies Centre on the colleges Beaufort Road Campus.

The College were delighted to host a visit from the BEIS Minister, Andrew Stephenson MP in June 2019.



### Bolton College of Medical Sciences (Skills Capital)

The new state-of-the-art vocational and professional skills and training facility is a joint venture between the University of Bolton, Bolton College, Bolton NHS Foundation Trust and Bolton Council.

Simon Clarke MP, Exchequer Secretary to the Treasury, expressed his support for the project during a visit in August 2019.



### MMU School of Digital Arts (ED&R)

A purpose-built, interdisciplinary school includes investment into the workspaces, networks, teaching and research that will drive ideas and innovation across all forms of creative content. Courses will bring together creative, technology and industry-led subjects. The Industry advisory panel is chaired by Director Danny Boyle, the school will open in 2021.





## 2019 Transport highlights

- Portfolio of 15 Major Schemes together with 59 Minor Works and 15 Additional Priority Schemes



### Milestone Achievements

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- Ashton Interchange – On site and progressing well.
- MSIRR Regent Road / Water Street – On site with the main Phase 1 works scheduled for completion in September 2019.
- Wigan A49 Link Road – On site and progressing well.
- Rochdale South Heywood / M62 J19 Link Road – Procurement commenced and Advance Works Package developed.
- GD3 Trafford Road Improvements Major Scheme – Procurement commenced.
- Stockport Interchange Mixed-Use Development – Procurement commenced.
- Stockport Interchange Advanced Works – New bridge and associated highway works completed.
- MSIRR Gt Ancoats - Advanced works commenced on site; Main Works Procurement commenced.
- Salford Bolton Network Improvements (SBNI) – Full Approval for Salford Delivery Package 4 (Pendleton) received. TRO approval for Salford Delivery Package 3 (Belvedere Cut Through / Bolton Road Parking) and Salford Delivery Package 4 (Pendleton).
- 41 of 59 Minor Works schemes and 11 of 15 Additional Priorities schemes have approved business cases and have progressed to delivery stage.

## Metrolink Service Improvement Package

- 16 new trams brought into operational use.
- Range of supporting infrastructure works include a new wheel lathe which has now been installed in the Trafford depot and the new substations are now operational. Work to install a new turnback at Sale is scheduled for March 2020.



## Wigan Bus Station

- New Interchange bringing about step change in passenger facilities and underpinning regeneration.
- Part of wider TfGM / Greater Manchester new Interchanges programme.
- Commenced on site Summer 2017. Completed on time and to budget and opened to the public on Sunday 28 October 2018.



## Ashton Interchange

- Major scheme to replace the existing bus station with a state of the art interchange integrating with the adjacent Metrolink stop.
- The works include construction of a new central concourse bus facility and associated highway access improvements. Works commenced on site in summer 2018, and are progressing well, with the new facility expected to open in spring 2020.





## **GM LOCAL ENTERPRISE PARTNERSHIP BOARD**

SUBJECT: LEP Governance and Chair Recruitment

DATE: 16<sup>th</sup> September 2019

FROM: John Holden, Assistant Director Research and Strategy

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### **PURPOSE OF REPORT**

This report sets out a proposal for Board members to adopt thematic portfolios to drive delivery of the Local Industrial Strategy along with an approach to recruit a new LEP Chair given the current Chair's term of office expires in March 2020.

### **RECOMMENDATIONS**

The LEP Board is asked to:

- i. Consider the report and provide feedback
- ii. Agree the proposed member portfolios
- iii. Approve the procurement of consultants to support the Chair recruitment with the funding to be taken from existing LEP capacity funds

### **CONTACT OFFICERS:**

John Holden, Assistant Director Research and Strategy  
[john.holden@greatermanchester-ca.gov.uk](mailto:john.holden@greatermanchester-ca.gov.uk)

David Rogerson, Principal – Strategy and Policy  
[david.rogerson@greatermanchester-ca.gov.uk](mailto:david.rogerson@greatermanchester-ca.gov.uk)

## 1. INTRODUCTION

- 1.1 The GM LEP sits at the heart of Greater Manchester's governance arrangements, offering private sector insight, guidance and challenge to the development of GM's strategic agenda in partnership with the GMCA.
- 1.2 Central to this role is the development of the GM LIS which outlines a set of long-term policy priorities to help guide industrial development and provides a joint plan with Government for good jobs and growth across the city region.
- 1.3 The LIS Implementation Plan sets out clear objectives to realise these ambitions and the LEP will continue to drive delivery through oversight of the GM LIS Implementation Plan.
- 1.4 In order to maximise the effectiveness of LIS delivery, it is proposed that the LEP adopts a portfolio approach to make best use of Board members' skills and expertise.
- 1.5 The role of LEP Chair will be crucial to the success of this approach by providing leadership and strategic direction to the Board and harnessing the knowledge, insight and experience of LEP members in delivering GM's ambitions.
- 1.6 The current Chair was appointed in 2011 with the Board approving his continuation in this role as part of the regular Board membership reviews with the last such review having taken place earlier this year. However, the Chair's term of office comes to an end at the end of the 2019/20 requiring a new Chair to be appointed by March 2020.
- 1.7 This report sets out a suggested breakdown of portfolio roles along with the process for recruiting a new Chair

## 2. MEMBER PORTFOLIOS

- 2.1 The Board has previously discussed how the LEP can best drive delivery of the GM LIS and it is proposed that each private sector member takes a lead on one of the LIS Implementation plan's priority actions to help shape project delivery.
- 2.2 A suggested breakdown of LEP Board portfolios is set out below which matches the priority actions in the LIS Implementation Plan against members' individual skills and experience.
- 2.3 Portfolio leads will act as a champion for each of these key themes but will also be offered the opportunity to be involved in other areas/actions should they wish to do so. The portfolio leads are set out as follows:

Priority Action	LEP member
Innovation Partnership on Healthy Ageing and Centre	Amanda Halford



GAMMA	Juergen Maier
Digital Skills and Broadcasting Fund	Lou Cordwell
Digital Data Review	Lorna Fitzsimons
International Creative and Digital Showcase	Fiona Gibson
Establishing the Clean Growth Mission	Chris Oglesby
Post-16 Skills, Education and Work Partnership	Mo Isap
Single Infrastructure Plan and Board	David Birch
Programme of action for transport innovation	Richard Topliss
Management and leadership skills	Nancy Rothwell
Local Authority action plans	Mike Blackburn

2.4 There are also cross cutting activities on which LEP members and ex-officio members could lead to be embedded in the delivery of all actions. These activities and their proposed champions include:

<b>Cross Cutting Actions</b>	<b>LEP Member</b>
Update to the internationalisation strategy	Iwan Griffiths
Ensuring that diversity is embedded in all actions	Vanda Murray
Communications and engagement	Lou Cordwell
Evaluation	Nancy Rothwell

2.5 It is envisaged that as Portfolio Lead, LEP Members will:

- Be kept up to date on a regular basis (i.e. between LEP meetings) on progress with the action.
- Be asked to contribute to papers as they are developed.
- Be asked to chair or join any sub-groups or bodies introduced to oversee the action.
- Be asked to take part in any communications/events relating to the priority action.

2.6 A flexible approach to these requests would be taken based on the time commitment each LEP member is able to offer, and as this changes over time.

### 3. CHAIR RECRUITMENT

- 3.1 The current LEP Chair's term come to an end in March 2020, so there is a need to put in place a process to appoint the new Chair. In line with national guidance set out in the 2018 LEP Review, and advice received from Government officials, an open recruitment process is proposed supported by independent recruitment consultants. This will be a similar to the approach taken previously when recruiting new private sector LEP members.
- 3.2 Recruitment will be open to new candidates along with existing Board members and will commence with an open advert (in the local and national press) outlining the Chair role and person specification (this is attached at Appendix A). Applicants will be asked to provide cover letter and CV stating reasons for wanting to apply.
- 3.3 The recruitment campaign will be highlighted on both the GMCA and LEP websites along with publication on [www.nonexecutivedirectors.com](http://www.nonexecutivedirectors.com) (a leading site for non-executive and trustee roles with over 35,000 registered members bringing global reach across all sectors and industries).
- 3.4 Similarly, we will seek to boost the number of eligible women applying through advertising through a dedicated women directors' network ([www.womendirectors.com](http://www.womendirectors.com)).
- 3.5 The independent consultants will sift applications to ensure candidates meet the criteria set out in the person specification with eligible candidates put forward to a first stage interview.
- 3.6 This first stage interview will be carried out by a Stakeholder Panel who will assess candidates on these criteria, along with their broader capacity and experience, and identify a shortlist to attend a Final Interview.
- 3.7 To ensure a transparent and accountable process, it is proposed that the first stage interview Stakeholder Panel is made up of GM LEP representatives and partners drawn from the wider civic and private sectors. This includes representatives from:
  - GM Voluntary, Community and Social enterprise sector
  - CBI North West
  - Federation of Small Business
  - GM Business Advisory Panel
  - GM Universities
  - GM FE Colleges
  - GM Chamber of Commerce
- 3.8 The Final Interview will recommend a candidate to be appointed as LEP Chair from the shortlist. In line with previous Board member reviews, is proposed that this Panel consists of:
  - Current LEP Deputy Chair (or alternative LEP member if the Deputy Chair wishes to apply for the role)

- Deputy Mayor for Business and Economy
- GM Chamber of Commerce

3.9 The recommended candidate will then be approved by the LEP Board and GMCA.

3.10 It should be noted that if an existing LEP member is appointed as Chair, a vacancy will open on the Board. This could be filled an appointable candidate from this recruitment exercise, an appointable candidate from a previous round of recruitment round or left open for a future membership review.

#### 4. TIMESCALES AND NEXT STEPS

4.1 Subject to LEP feedback, a timetable for the LEP Chair recruitment is set out below including key milestones and reporting schedule.

Date	Event	Action
16 <sup>th</sup> September	LEP Board Meeting	Recruitment approach to be approved including consultant appointment
October – November	Advertising Campaign	Campaign launched with advert in the national press
11 <sup>th</sup> November	LEP Board Meeting	Report back on responses
December - January	First stage interview	Stakeholder panel to agree shortlist
January (TBC)	LEP Board Meeting	Report back on shortlisting and next steps
February	Final Interviews	Panel to recommend Chair appointment
March (TBC)	LEP Board Meeting	Approval of Chair appointment (and new LEP Board member if appropriate)
June	GMCA	Formal approval of new LEP Chair/Member

4.2 As in previous Board reviews, it is proposed that profession recruitment consultants are appointed to provide expert advice and ensure a qualified LEP Chair is identified in a timely and effective manner.

#### 5. RECOMMENDATIONS

5.1 Recommendations are set out at the front of this report.

**Appendix A**  
**Greater Manchester Local Enterprise Partnership**  
**Specification for Chair**

**Role:**

- to provide leadership and strategic direction to the LEP and to build the LEP Board, harnessing the skills, expertise and experience of LEP members
- to chair LEP meetings
- to ensure that LEP activities support and add value to the city region's strategic economic priorities and that these reflect the current and future needs of the GM economy
- to attend all LEP meetings, LEP related events and other events as appropriate
- to act as the LEP's spokesperson in its dealings with the media
- to negotiate with and influence senior local and national political and business figures
- to ensure that the LEP complies with the Nolan Principles of standards in public life

**Person Specification**

- have a strong commitment to, and understanding of, the city region and in particular the drivers of and challenges faced by the Greater Manchester economy
- have substantial business skills and experience gained at a senior level and be a credible individual with the stature to lead and influence
- have substantial experience of chairing groups or boards of senior executives, of providing leadership and of inspiring and motivating colleagues and stakeholders
- be independently minded – providing detachment and clarity in the development of strategy and the identification of opportunities
- have the ability to set strategic direction and to quickly understand and analyse and distil complex issues into coherent and practical actions
- have strong interpersonal and communication skills, be articulate and passionate, have an ability to influence and network, to deal with media attention and to represent the LEP and its actions
- have experience of providing leadership in a partnership environment and have a strong commitment to collaborative and partnership working, including with the public sector
- have a genuine interest and understanding of the challenges facing the business community
- have a total commitment to equality of opportunity and diversity, including an understanding of the barriers and challenges faced by economically or socially excluded groups