

GREATER MANCHESTER LOCAL ENTERPRISE PARTNERSHIP

DATE: Monday, 15 July 2019
TIME: 4.00 - 6.00 pm
PLACE: GMCA - GMCA Boardroom

AGENDA

Item	Pages
1. Agenda Papers -	1 - 102

Agenda Contact Officer:

Matt Berry

Governance and Scrutiny

Greater Manchester Combined Authority

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GM LEP DISCUSSION AND BOARD MEETING

DATE: Monday 15 July 2019

TIME: 4.30pm - 6.00pm

PLACE: GMCA Boardroom, Churchgate House, Oxford Street, Manchester

AGENDA

1. Declarations of Interest (attached)
2. Minutes of the meeting of the Board held on 13 May 2019 (attached)
 - i. Welcome to new Board Members* *Mike Blackburn (verbal)*
 - ii. Spending Review Submission* *Simon Nokes (verbal)*

Strategy

3. Local Industrial Strategy: Implementation (attached) John Holden
4. Our Network (attached) Eamonn Boylan
5. Future Strategic Discussions Simon Nokes

Performance and Delivery

6. LGF Update (attached) Simon Nokes
7. LGF approval: Pankhurst Centre (attached) John Holden
8. Investment Pot for Skills (attached) Simon Nokes
9. Growth Company Performance Report (attached) Mark Hughes

Governance

10. Governance Update (attached) Simon Nokes
 - i. Single Pot Assurance Framework (attached)
 - ii. Terms of Reference (attached)
 - iii. Away Day Feedback

11. Feedback from other Boards (verbal) All
12. Future Meetings
(Meetings will be held in the GMCA Boardroom unless otherwise stated)

Monday 16 September 2019

Monday 11 November 2019

The following item contains matters relating to the financial or business affairs of particular persons or organisations. It is therefore proposed that any discussions on this item is not held in public.

1. Growth Company Performance report Mark Hughes

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DECLARATIONS OF INTEREST

15 July 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
20 MAY 2019 AT CHURCHGATE HOUSE, OXFORD ROAD, MANCHESTER**

Board Members:

Mike Blackburn (In the Chair)

Andy Burnham, Nancy Rothwell, Richard Topliss, Monica Brij, Lorna Fitzsimons, Fiona Gibson, Lou Cordwell, David Birch and Juergen Maier.

Strategic Chairs:

Iwan Griffiths, Vanda Murray

Advisors:

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

Apologies:

Apologies were received from Mo Isap and Sir Richard Leese

GM LEP/19/26 CHAIR'S ANNOUNCEMENTS

There were no announcements.

Update on the Board Away Day

The GM LEP Away Day took place on 13th May

- The session involved a positive wide-ranging discussion. This included future structuring of LEP agendas and highlighting the usefulness of listing the groups that the GM LEP is involved with including linkages and the formal role that the GM LEP play with each.
- The production of a newsletter was discussed, with both internal and external focus of briefing GM LEP and informing partners what the Board are focusing on.
- The Board discussed their focus for the next 6 month period which will help inform the LEP Annual Delivery Plan.

Board Members presented feedback from the West Midlands Local Industrial Strategy launch event at the Advanced Propulsion Centre which took place on 16th May. GM is ready to launch its LIS with the LEP Board keen to ensure this happens shortly once a date is agreed with Government.

Action: The GMCA to liaise with BEIS to agree a suitable date for the GM launch of the LIS.

GM LEP/19/27 DECLARATIONS OF INTEREST

Juergen Maier declared a general interest: From 1st May 2019 he will be Chairman of the Digital Catapult organisation.

GM LEP/19/28 MINUTES OF THE MEETING HELD ON 18th MARCH 2019

Consideration was given to the minutes of the meeting held on 18th March 2019.

RESOLVED:

That the minutes of the meeting held on 18th March 2019 be approved

Update of outstanding Actions:

- Links to the GM LEP recruitment advert were circulated to Members
- The organigram will be reworked following Member comments at the social event on 13th May.

GM LEP/19/29 Spending Review Submission

John Wrathmell, Assistant Director Policy & Strategy, GMCA presented the item to the Board. The report sets out what is currently known about the Government's plans for a Spending Review in Autumn 2019. It also sets out GM's emerging priorities and the process for developing GM's detailed Spending Review submission.

The Board noted that transport remains a key priority for the city region and it is important that this is not lost in wider discussion on infrastructure. This covers not just long term, inter-city priorities such as HS2 and Northern Powerhouse Rail but also more immediate measures focused on improving intra-city transport. This may require both revenue and capital funding along with the devolution of adequate powers to ensure local transport can succeed.

More broadly, the Board suggest that the Spending Review submission should align with the framework laid out in the Local Industrial Strategy as it was supported by a clear evidence base in the Independent Prosperity Review.

GM LEP/19/29 GM LEP Business Plan

John Holden, Assistant Director Policy & Strategy, GMCA presented the item to the Board. The 2018 national LEP Review set out that LEPs are required to publish an annual delivery plan. The aim of this document is to set out key actions and performance indicators to assess the impact of their Local Industrial Strategy, funding and interventions. There is a requirement to publish this by the end of May 2019.

It was noted that this Delivery Plan does not supersede existing plans including the Greater Manchester Strategy and Local Industrial Strategy but highlights the key priorities of the LEP as required by the LEP Review.

The Board suggested that it would be useful to have a full report on the progress of the LGF funded projects set out in the draft plan. It may also be useful to include case studies of key projects to demonstrate impact and the positive results of devolved funding.

RESOLVED

- GM LEP Commented and noted the draft 2019/20 GM LEP Delivery Plan;
- GM LEP Delegated the authority to the Executive Director for Strategy & Policy to finalise the Delivery Plan, in consultation with the Chair of the GM LEP;
- GM LEP agreed that the final GM LEP Delivery Plan should be published on the GM LEP website by the end of May.
- A report on the LGF Programme to be brought to a future LEP Board meeting

GM LEP/19/30 Skills Capital - Part A

Simon Nokes provided an update on the next round of Skills Capital funding decisions which are focused on improving college infrastructure in GM (Oldham College and an update on the recommencement of the Bury Skills Capital project).

The Board noted the importance of quality careers advice in schools, particularly with intervention at the right age utilising private sector expertise. This helps young people get a clearer picture of their opportunities which may not be available without business input as well as allow employers to prepare young people for the world of work.

However, challenges remain with a fragmented skills system that does not always reflect the needs of the developing GM economy. Any skills gap could potentially act as a barrier to further investment with business looking to areas with a more developed skills base. In particular, the Board highlighted the importance of apprenticeships as a pathway to work and noted the activity of devolved skills and employment programmes in aiming to boost apprenticeship numbers.

Action: A report on the GM Skills and Employment System to be brought to a future LEP Board meeting

RESOLVED:

- That the report be noted
- Delegate the GM LEP decision for Approval in Principle for Oldham College & re-commencement of Bury College to the Chair in conjunction with the GMCA.
- GM LEP agree to launch the remaining Skills Capital allocation for a final round.

GM LEP/19/31 Local Growth Deal (1, 2 and 3) – Six Monthly Transport Progress Update – TfGM

Simon Warburton, Transport Strategy Director, TfGM updated the Board on the latest 6 monthly summary which gives an indication of progress against major transport schemes, minor schemes and additional works.

The update identifies good progress across the breadth of the programme with a number of schemes in delivery or nearing completion.

Two areas of challenge were identified at Stockport Interchange and Salford Central Train station.

The Stockport scheme was paused to accommodate the development of a mixed used residential scheme but is now back on track. Similarly, TfGM has been working with the rail industry to develop the platform proposals at Salford Central Station to mitigate any delays to delivery. Network Rail has advised that the design and delivery of the Network Rail renewal scheme on platforms 1 and 2 will be undertaken in the next investment period from 2019 to 2024, starting in spring 2019.

GM LEP/19/31 Future Meetings

Monday 15 July 2019
Monday 16 September 2019
Monday 11 November 2019

PRIVATE & CONFIDENTIAL NOT FOR PUBLICATION – PART B

THIS REPORT IS NOT FOR PUBLICATION because it contains information relating to the financial or business affairs of a particular person and the public interest in maintaining the exemption outweighs the public interest in disclosing the information, as set out under Section 100A and paragraph 3 of schedule 12A of the Local Government Act 1972.

1. GMS Implementation Plan Update - Part B

Simon Nokes updated the Board on the 6 monthly update on the GM Strategy which gives a narrative on achieving key targets in the City Region. The activities are rated based on whether they are on track to be achieved by 2020. This will be taken to the next GMCA meeting for discussion.

RESOLVED:

That the report be noted

2. Skills Capital - Part B

The Board noted the Part B report setting out the detailed financial background to the Part A report.

GM Local Enterprise Partnership Board

Date: 15th July 2019
Subject: Greater Manchester Local Industrial Strategy Implementation
Report of: Simon Nokes, Executive Director of Strategy/Policy

PURPOSE OF REPORT

Greater Manchester has been one of three designated trailblazer areas working in collaboration with government to develop a Local Industrial Strategy. This strategy was jointly launched with Government on 13th June 2019. This report provides an update on planning for the implementation of the Greater Manchester Local Industrial Strategy (GM LIS) in 2019/20.

RECOMMENDATIONS:

Members are asked to:

- Note the joint sign off and launch of the Greater Manchester Local Industrial Strategy.
- Comment on the proposed governance arrangements for implementing the Greater Manchester Local Industrial Strategy in Greater Manchester.
- Comment on the priority actions to be initiated in 2019/20.
- Agree that the remaining 2019/20 LEP capacity funding should, as previously agreed, be used to support the activities to implement the GM LIS, as set out in section 4.

CONTACT OFFICERS:

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BACKGROUND PAPERS:

Greater Manchester Local Industrial Strategy. Available here:
<https://www.gov.uk/government/publications/greater-manchester-local-industrial-strategy>

1. BACKGROUND

- 1.1. Over the past 16 months, Greater Manchester has been working with government (HMG) to develop one of the first Local Industrial Strategies in the UK. A process made up of three interlinked strands has been followed:
 - **Developing the evidence-base.** An independent review panel – the Greater Manchester Independent Prosperity Review – was established to provide a robust and independently verified evidence base. The Review was formally launched at events in Manchester (8th February) and London (5th March), attended by over 400 people.
 - **Consultation.** A broad consultation exercise was undertaken to ensure a high level of input from local and national stakeholders, including businesses, local authorities, CVSE representatives, and universities and colleges. This included a formal six-week consultation period in the Autumn, where more than 20 events were held, getting input from more than 500 stakeholders, which resulted in over 120 written responses to the online consultation document.
 - **Joint policy development work.** Joint work with districts, GM stakeholders and Government departments developed policy options, linked to the national industrial strategy, to respond to GM's unique assets, opportunities, and challenges.
- 1.2. The GM LIS was officially launched with the Secretary of State for Business, Environment and Industrial Strategy, Greg Clark MP, on 13th June at an event in Manchester with over 150 people in attendance. The strategy is now available on the HMG website as well as the Greater Manchester Local Enterprise Partnership website and GMCA websites, reflecting its joint ownership.
- 1.3. The launch generated significant media interest (see Annex 1) and was covered by the national and local press (including the Guardian, the i Paper, MEN, Local Government Chronicle) and broadcast media (including on ITV Granada, BBC Sunday Politics, BBC Radio Manchester, and Global Radio (Heart/Capital)). There was a significant social media impact from the launch, with the hashtag #IndustrialStrategy trending in number one place on Twitter in Manchester on the afternoon of June 13, reaching an estimated 607,000 people. Twelve video voxpops were produced and shared, including high-profile commentators and representatives of GM LEP and GMCA, which have now been viewed over 20,000 times. Twenty-nine Twitter cards containing quotes were produced and shared, with comments from high-profile commentators including eight LEP members which generated significant engagement.
- 1.4. There is now a need to capture the momentum generated through the launch and press on with the implementation of the GM LIS. This paper sets out: the proposed approach to governing the implementation of the GM LIS; proposed priority actions for 2019/20; and proposed activities that LEP Capacity Funds should be used for to support the implementation of the GM LIS.

2. IMPLEMENTATION AND GOVERNANCE

- 2.1. The implementation of the GM LIS is a core priority for the GM LEP, working with the GMCA and other partner organisations in the city-region. The July 2018 national LEP Review set all Local Enterprise Partnerships a single mission to deliver Local Industrial Strategies to promote productivity.
- 2.2. An 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.
- 2.3. To ensure that the GM LEP is at the heart of the implementation of the GM LIS it is envisaged that the GM LEP Board¹ will have joint accountability for implementing the strategy, alongside the GM Growth Board².
- 2.4. Subject to endorsement by the GM LEP and GMCA, the governance arrangements will include:
 - the Greater Manchester Local Enterprise Partnership (GM LEP) and the GM Growth Board will have joint accountability for implementing the strategy.
 - The GM LEP will be responsible for providing strategic leadership and challenge; overseeing key initiatives; and ensuring strong links with the private sector. Each member of the GM LEP will be asked to lead on a particular theme/project within the GM LIS, working with appropriate GM officers and other relevant Boards and Committees.
 - Following approval of the LIS Implementation Plan by the GMCA, it is envisaged that the GM Growth Board will oversee: overall decision-making on behalf of the GMCA; coordinating Local Authority implementation; ensuring policy alignment across themes, working with other relevant Boards and Committees (for instance those that cover skills, infrastructure and low carbon); and integrating the priorities in the GM LIS with key investment portfolios.
 - A LIS Programme Delivery Executive will also be established, chaired by the GM Lead Chief Executive for Economy/Business, and made up of lead officers from the GMCA and key delivery organisations. This executive will oversee all of the actions in the GM LIS and establish specific sub-groups as appropriate to ensure that key priorities are progressed.

¹ Greater Manchester's Local Enterprise Partnership is a private-sector led, voluntary partnership whose core function is to provide strategic leadership (alongside the GMCA) to deliver the conurbation's growth ambitions. It has fifteen members, eleven non-local authority members and four representing the GMCA.

² The GM Growth Board is chaired by the Deputy Mayor for Business/Economy and its membership is made up of the economic development portfolio holders from the 10 GM districts, representatives from the LEP, and senior officers from the GMCA, TfGM, and Growth Company. It provides strategic leadership in the development, delivery and monitoring of GM's economic development and growth agenda, including oversight of GM investment funding streams.

- The GMCA Executive Director for Policy and Strategy will act as the Senior Responsible Officer (SRO) with overarching responsibility for LIS implementation and will sit on the LIS Programme Delivery Executive.
 - Discussions are underway with Government to identify appropriate lead officers both in terms of overall programme governance and individual actions, details of which will be included in the full Implementation Plan.
- 2.5. The GM LIS text commits Government and Greater Manchester to an annual review of progress against the Implementation Plan, with an annual review meeting of a joint Government and Greater Manchester Implementation Group. This Group will be comprised of senior officials from across government and Greater Manchester. Membership has yet to be defined but it is expected to include: the GMCA Lead Chief Executive for Economy/Business, the SROs from Greater Manchester and Government, and Lead Officers for particular themes and actions.
- 2.6. An overarching process evaluation will also be commissioned by GM and the results will be presented annually to the national Industrial Strategy Council, which is chaired by Andy Haldane (the Bank of England's Chief Economist). In 2019/20 Greater Manchester needs to define our local evaluation and monitoring arrangements and plan ongoing research requirements, as well as clarify national expectations and support for evaluation, including whether there will be a national evaluation programme.

3. PRIORITY ACTIONS IN 2019/20

- 3.1. The Greater Manchester Local Industrial Strategy includes a wide range of cross-cutting activities that will contribute to achieving its strategic priorities and outcomes.. This includes activity that is already underway (which may or may not need to undergo some degree of alignment), actions that require new activity to be initiated in the near-term, and other actions that will come on stream later in the implementation of the strategy.
- 3.2. Annex 2 sets out the main, non-business as usual, actions that were included in the GM LIS. A key priority for 2019/20 will be embedding the strategy in Greater Manchester's governance framework, decision-making mechanisms, and the planning processes of delivery partners. It is expected that the full Implementation Plan will be finalised and agreed with Government in Autumn 2019. The full Implementation Plan will set out for each action: the lead individual and organization, supporting organisations, quarterly milestones, and a RAG rating against progress.
- 3.3. A core feature of the way we will develop the Implementation Plan will be a bottom-up approach to working with districts to identify the key actions that will be progressed to implement the GM LIS, both at a district level and a GM level. Work is already underway, led by the Directors of Place group (which is made up of the 10 Place Directors or similar from each district), to develop tailored local responses to the GM LIS based on the specific opportunities and barriers in each locality, and to coordinate Greater Manchester and district level implementation across different policy areas.

- 3.4. Initial work with districts, Government and local stakeholders has identified a number of non-business as usual actions where there is a need to make rapid progress working in partnership with HMG. It is proposed that these actions are prioritised in 2019/20. Further information on the priority actions in the GM LIS in 2019/20 is provided below:
- **Innovation Partnership on Healthy Ageing:** The GM LIS highlights the strength of the Health Innovation sector in GM and the significant opportunity this provides to deliver both economic and health benefit. As part of this broad opportunity, there is a specific agreement for Government and GM to create an 'Innovation Partnership' on healthy ageing to develop a robust innovation pipeline to deliver against local and national priorities and enable national Government to capitalise on GM's health innovation and ageing ecosystem. The Partnership Board will build on the capacity that already exists in Health Innovation Manchester and comprise representatives from Greater Manchester Health and Social Care Partnership, Health Innovation Manchester, Ageing Hub, universities, BEIS, DHSC, the Office for Life Science, and UKRI. Supporting this partnership, is the proposal to establish an International Centre for Action on Healthy Ageing (ICAHA) to accelerate systemic change across health and care for ageing by using a pipeline of successful testing, roll-out and system-wide adoption to drive innovation that meets local and national needs and can be commercialised internationally.
 - **GAMMA:** Greater Manchester will establish a new alliance to drive faster commercialisation of graphene and 2D materials, and other materials innovations across a wide range of sectors as represented in the local manufacturing base. The Greater Manchester Graphene, Advanced Materials and Manufacturing Alliance (GAMMA) will develop the city-region's advanced materials and manufacturing strategy, and address gaps in the commercialisation and diffusion ecosystem for graphene, advanced materials and industrial biotechnologies – based on independent research on the lessons learned from the graphene commercialisation experience so far. GAMMA will be led by a board with representatives from Greater Manchester's universities, government, the Local Enterprise Partnership, GMCA, the Growth Company (Business Growth Hub and MIDAS), UKRI and the private sector. GAMMA will invite a strategic relationship with the Advanced Materials Leadership Council, providing a mechanism to coordinate local and national activity in collaboration with other UK centres of excellence, such as the University of Cambridge's Graphene Centre, the CPI's Graphene Application Centre and the NPL's National Graphene Metrology Centre.
 - **Digital Broadcasting and Skills Fund:** Greater Manchester will consider creating a fund to both grow local, regionally based independent production companies and attract larger scale TV, film and drama content production companies to relocate to the city-region (subject to approval by the Combined Authority). This would, in turn, be supported by a hub and spoke network to support apprenticeships, internships, work placements and graduate recruitment in TV, film and drama content production. This would improve access to employment in content production for talent from diverse communities and those furthest away from the labour market. The scope of the full Fund is still being determined.

- **Digital Data Review:** Greater Manchester will initiate a review of local data to identify and address barriers to making this data openly available for re-use to stimulate open innovation and productivity improvements (including in public services). The process will identify willing partners and data owners for open data initiatives, including real-time big data owner. The assumption behind the review will be that data that can be made available should be made available, unless it is prohibitively expensive or not appropriate to do so (for legal, commercial or security reasons). The review will include an open consultation with the public to allow citizens, businesses and other stakeholders to present their own suggestions. Government will continue to provide policy support on design and best practice around open data, and available data sources. The review will report by the end of 2020.
- **International Creative and Digital Showcase:** Government will work with Greater Manchester and trailblazing digital and creative companies in the city-region to promote a locally funded biennial international event that showcases the best of Greater Manchester's digital and creative industries, providing platforms for artists, musicians, makers, designers, coders and developers to promote products and content around the world. The event will be supported by a wider programme and digital platform to curate and promote conversations, approaches and products unique to Greater Manchester. A three-day pilot of this event - "Distractions" - will take place in summer 2019 as part of the Manchester International Festival.
- **Establishing the Clean Growth Mission:** the Greater Manchester 5-year Environment Plan sets out the first steps towards defining the mission projects Greater Manchester will need to launch to drive the coordinated innovation required to achieve the 2038 target. Priorities for 2019/20 will be to continue developing the mission model with University College London and embedding this model within Greater Manchester. This will include work to understand the financial and governance capacity required at local level to effectively manage a 'mission' at the city-region scale including the local powers, structures and planning capacity required.
- **Post-16 Skills, Education and Work Partnership:** 2019/20 will see the instigation and completion of the joint-partnership agreed in the Greater Manchester Local Industrial Strategy to review the post-16 education, skills and work system. The Partnership is scheduled to report back to the GMCA, Mayor and Secretaries of State within nine months of the GM LIS launch (i.e. by end of March 2020). An officer Partnership Board has been established, which will meet every six weeks to monitor and guide programme delivery.
- **A Single Infrastructure Plan and Board:** Greater Manchester has agreed a city-region integrated infrastructure strategy, which now needs to be converted into a plan, under the direction of the Greater Manchester Strategic Infrastructure Board. Government has agreed to join this board, and the recruitment of appropriate Officer(s) from Government should take place in summer 2019. Greater Manchester has also committed to reviewing its institutions, structures and processes to deliver major infrastructure projects.

- **A programme of action for transport innovation:** Greater Manchester and government have agreed to develop a joint programme of action for transport innovation to identify the necessary locally-led changes needed to drive and shape innovation-led transport improvements. Transport for Greater Manchester and the government's Future of Mobility team have committed to working together to bring together the right set of stakeholders and private and local investors for transport innovations, exploring new technologies and governance models, and potentially trialling them in Greater Manchester. Greater Manchester has already submitted a bid to the Future of Mobility Industrial Strategy Challenge Fund call for 'Future Mobility Zones' as a means of underpinning the foundations of the digital mobility ecosystem in the city-region (summer 2019 submission). Joint activity is required in 2019/20 to scope out this programme of innovations with Government.
- **Management and leadership skills:** a programme of work at Greater Manchester level is needed to understand how to address the deficit in management and leadership skills amongst GM businesses identified in the Independent Prosperity Review. This is likely to involve short term actions to better coordinate, align and promote access to existing provision as well as activity with a longer term focus to identify where new types of intervention are needed, and their design. It is likely that a review to define requisite actions will need be required in 2019/20.

4. LEP CAPACITY FUNDING

- 4.1. In the November 2018 core funding update to the GM LEP, it was noted that there was c.£315k of LEP Capacity Funds remaining for 2019/20 and that this would be allocated in support of the implementation of the priorities of the LIS. It was agreed that an update on how it was proposed this funding be allocated would be provided to the LEP Board once the GM LIS was developed and the priorities for action between Government and GM were clear.
- 4.2. The proposed activities that need to be funded from the remaining LEP Capacity Funds are:
 - **Core LIS Implementation capacity**
Increased capacity within the GMCA Strategy team to lead work with local and national partners to ensure the implementation of the GM LIS.
 - **Supporting delivery of GM LIS and Internationalisation Strategy**
To support delivery of the GM LIS and GM Internationalisation Strategy with a focus on the Manchester China Forum and deployment of the refreshed Manchester-China Strategy.
 - **Healthy Ageing Partnership and GAMMA set up costs**
To cover advice, convening, meeting costs and travel to establish the Healthy Ageing Partnership and GAMMA, and to fund a research commission / independent advice on experience of Graphene commercialisation to date.
 - **Leadership and Management**

External support to scope out the short, medium and long term actions needed to address the shortfall in Leadership and management skills amongst GM businesses.

- **External-facing version of the Local Industrial Strategy**

Develop, production and printing of a 'public engagement version' of the GM LIS and supporting resources.

- **LEP communications capacity**

Following the discussion at the LEP Board away day, it is proposed to recruit additional communications capacity to better keep LEP Board members up-to-date with key developments and increase the profile of the work of the LEP with external stakeholders.

- **Evaluation**

Set up costs for year one of the independent evaluation, including setting up the evaluation framework and baselining against the seven outcomes in the GMLIS.

- 4.3. Discussions are also underway within the GMCA to align core capacity (i.e. the work of the skills policy team, environment team etc.) within the organisation and wider locally influenced funding streams (such as ERDF and retained Business Rates) to deliver against LIS priorities. A full resourcing plan will be developed as part of the GM LIS Implementation Plan.

5. RECOMMENDATIONS

- 5.1. Recommendations appear at the front of this report.

ANNEX 1: SELECTED MEDIA COVERAGE OF THE GM LIS

Manchester to lead new industrial revolution two centuries after it became Cottonopolis

The i paper, iNews (Web) - <https://inews.co.uk/news/uk/manchester-industrial-revolution-carbon-free-environment-industrial-strategy-andy-burnham/>

Andy Burnham reveals 2038 carbon target for Greater Manchester

The Guardian, The Guardian.com - <https://www.theguardian.com/uk-news/2019/jun/13/andy-burham-reveals-2038-carbon-target-for-greater-manchester-airport-new-roads-mayor>

Also in: *Yahoo! UK and Ireland*

Government backing for 'ground-breaking' industrial strategy in Greater Manchester

The Bolton News, Bury Times, Messenger Newspapers, Government Business, The Oldham Times, This Is Lancashire, Leigh Journal - <https://www.messengernewspapers.co.uk/news/17706470.government-backing-for-ground-breaking-industrial-strategy-in-greater-manchester/>

Glimpse of green and digital future

Manchester Evening News

Government backs Greater Manchester Carbon Neutral Living Plans

North West Insider Daily, Main, Insider Media Limited, About Manchester, Marketing Stockport

Greater Manchester launches "carbon-neutral" industrial strategy

Local Government Chronicle

Greater Manchester aims to be carbon-neutral by 2038

Localgov.co.uk (Web), Public Finance Magazine

The Development of Greater Manchester Conference

Built Environment Networking

Manchester commits to 2038 carbon neutrality

New Civil Engineer

Greater Manchester launches industrial strategy

Planner.co.uk (Web), Main, 17/06/2019

Planner's response to "watershed moment" for the north

Built Environment Networking

Broadcast coverage

- ITV Granada
- BBC Sunday Politics
- BBC Radio Manchester
- Global Radio (Heart / Capital)
- Hits Radio
- Tower / Wish FM

ANNEX 2: SUMMARY OF MAIN ACTIONS IN THE GREATER MANCHESTER LOCAL INDUSTRIAL STRATEGY

Action No.	ACTION
HEALTH INNOVATION	
1	To spearhead the transformation of health and care systems to respond to the needs of an ageing population, GM and government will establish an Innovation Partnership around the Healthy Ageing Grand Challenge .
2	To link GM's health and care innovation pipeline to global opportunities around healthy ageing, GM and government will establish an International Centre for Action on Healthy Ageing (ICAHA) .
3	GM will continue to use its devolved health and social care arrangements, excellence in health research and thriving life sciences and digital industries to act as a test-bed for large scale clinical and medical technology trials .
4	GM and government are working to create a city region test-bed to trial and diffuse close-to-market goods and services for older people . Independent work is underway, reporting in 2019, to define this opportunity.
ADVANCED MATERIALS AND MANUFACTURING	
5	GM will establish a new alliance: GM Graphene, Advanced Materials and Manufacturing Alliance (GAMMA) . GAMMA will, based on independent research, develop and lead the implementation of the city region's advanced materials and manufacturing strategy.
6	Create a world class 'Made Smarter' ecosystem to support all local manufacturers to become leaders in the Fourth Industrial Revolution, capitalising on GM's university strengths which include advanced materials (UoM), industrial digitalisation (MMU), robotics and AI (UoS) and materials (UoB)..
7	Part of the development in the M62 North East Growth Corridor will be a new specialised Advanced Materials City , focused on accelerating opportunities in GM's advanced materials manufacturing base.
8	Create 'Graphene City' in the new innovation district at the former North Campus of the University of Manchester.
DIGITAL, CREATIVE AND MEDIA	
9	Consider creating a fund to both grow indigenous, regionally-based independent production companies and attract larger scale TV, Film and Drama content production companies to relocate to the city region.
10	GM will continue to support the development of digital and creative clusters across the city region .
11	Government and GM will work together to develop a robust digital skills pipeline , including through the £3m Digital Skills Pilot announced in 2018.
12	GM will establish closer ties with the new National Centre for Data Ethics and Innovation and Office for AI through a new GM Office for Data Analytics .
13	Take a 'Made Smarter' approach to improve the productivity of all industries by encouraging the development, design, adoption and creative application of digital technologies, alongside skills development programmes.
14	Initiate a review of local data . Government will continue to provide policy support on design, best practice, and available data sources. The review will identify willing partners and data owners - including real-time big data owners - to identify and unblock barriers to making this data openly available.

15	GM will work with trailblazing digital and creative companies in the city-region to develop an internationally significant bi-annual event that showcases the best of GM's digital and creative industries , which government will promote.
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CLEAN GROWTH	
16	Establish the UK's first city region Clean Growth Mission for carbon neutral living within the GM economy by 2038, driving innovation, the creation of new technologies, improved resource efficiency, and improved quality of life.
17	Working with the UK Green Building Council and other building environment professionals in the city-region to test GM's ambition that all new homes and commercial / industrial buildings should be net zero carbon by 2028 - and see whether it can be achieved sooner.
18	Establishing a place-based whole system approach to energy supply and demand to create a local energy market and setting for integrating existing technologies with trials of new ones.
19	Establishing a Modern Methods of Construction and Design for Manufacture and Assembly centre of excellence in the city-region .
20	Rapid action to provide relevant training , particularly in priority skills gap areas such as whole house deep retrofit.
21	Developing a programme to support businesses to accelerate the implementation of energy and material efficiency measures in the design and production of products and services.

PEOPLE	
22	Explore opportunities to connect national and local post-16 skills and work policies in the city-region to deliver an effective offer for the 2.8 million citizens of GM. Within nine months, GM, the Department for Education and the Department for Work and Pensions will set out to the GMCA and DfE and DWP Secretaries of State the respective actions, both in the short and longer term, which all parties agree to take forward and move the joint working between GM and Government to the next stage.
23	Align skills and work activity with health and care and other public services , in line with the recommendations of the Prosperity Review, recognising the links between good physical and mental health, employment and productivity.
24	GM, the Department for Work and Pensions, and the Centre for Ageing Better are exploring a new approach to employability support for older residents using a 'test-and-learn' approach.
25	Aligning the National Retraining Scheme with the GM Local Industrial Strategy .

INFRASTRUCTURE	
26	A single infrastructure plan for GM that is developed with input from government and infrastructure providers, to ensure it meets both local and national priorities, and underpinned by a consensus to propel its delivery and success.
27	To ensure strong national input to the Plan, government will join the GM Strategic Infrastructure Board , which is overseeing its development.
28	GM will also review its institutions, structures and processes to ensure the city-region can continue to deliver successful integrated infrastructure programmes.
29	GM will subsequently explore options for achieving sources of sustainable, long-term local investment into infrastructure .

30	GM will continue working with government to improve the performance of GM's transport system through greater local influence over rail services and stations, bus reform, trialling tram-trains, and regulatory reforms that complement the shift to cycling and walking, in the context of the Williams Rail Review.
31	GM will work to deliver the growth case for High Speed 2, and through Transport for the North the business case for Northern Powerhouse Rail and improvements to Manchester-Sheffield road links.
32	To identify the necessary locally-led changes needed to drive and shape innovation-led transport improvements, GM and government will develop a programme of activity for transport innovation to explore new ideas and bring together relevant stakeholders to collaborate with Transport for GM.
33	GM will continue to work with government to meet national targets of 100 per cent full fibre coverage by 2033 and full roll-out of 5G technologies by 2028 , and to develop the right investment models and balance of public and private investment.

IDEAS	
34	GM will continue to work with government and UKRI to maximise the impact of existing investments in innovation assets in the conurbation and incentivise private sector investment in R&D . We will work to increase the take-up and impact of research and innovation funding in GM, through bids into the Industrial Strategy Challenge Fund, the Strength in Places Fund, and other UKRI funds, as well as embed connections between Universities, businesses and public bodies.
35	GM will continue to reinforce its innovation ecosystem . This work will be coordinated by the GM Innovation Board. It will play a leading role in coordinating the public and private sector response to the GM Industrial Strategy, focused on the opportunity areas of health innovation, advanced materials, digital, creative and media, and clean growth.
36	GM will also work to identify and address gaps in the innovation funding ecosystem in the city-region to reduce financial barriers to private sector innovation.
37	To drive increased private sector investment into R&D, GM will also test new, and evaluate existing, routes for commercialising knowledge . This will include a pilot programme to develop a Cooperative Intellectual Property (IP) Bank.

BUSINESS ENVIRONMENT	
38	To continue to build on the investments government and GM have already made in the Business Growth Hub, Government and GM will better coordinate business support programmes for increasing innovation and productivity, leadership and management, and supporting scale-ups to internationalise (as well as the wider business support offer available).
39	GM will also continue to rationalise regulation services to make access to advice and support simpler and easier for business , particularly regulations relating to innovation and exports.
40	GM will create a GM Global Prosperity Partnership model , which Government will promote.
41	The GM Good Employment Charter , which is being developed and implemented with employers and employees, will be another key lever for raising leadership and management amongst GM's employers, improving productivity, wages and job quality in all sectors, particularly those that have not traditionally engaged with public-sector funded business advice.
42	By reforming the education, skills and training system, GM will also work with local universities to maximise the local impact of their excellent leadership and management training and development offer.
43	GM will also develop a plan for increasing the productivity of big sectors in the 'foundational economy' , including retail, hospitality and tourism, and social care.

44	GM has a strong embedded Social Value procurement policy , which is being updated to reflect Industrial Strategy objectives, including those relating to the foundational economy.
45	GM will continue to create the optimum conditions for Social Enterprises to thrive and grow productive and valuable careers, products and services, including support and advice on development and innovation.

PLACE	
46	Each GM local authority has committed to setting out how the key issues identified in the GM Industrial Strategy interlink with opportunities and barriers in their locality, and to develop action plans to coordinate GM and district level implementation and to deliver real change in all parts of the city region.
47	GM will consider how the city region's emerging public service reform model, supported by innovation funding and the Reform Investment Fund, can be put on a sustainable and long-term basis.
48	The government and GM will agree an Implementation Plan setting out clear milestones, deliverables, and timings for the actions set out in this strategy.
49	At a regional level, the GM Industrial Strategy will inform, and be aligned with, the government's Northern Powerhouse Strategy , which is due to be refreshed in 2019.
50	GM and government will put in place a comprehensive evaluation programme for the Industrial Strategy.



GM LOCAL ENTERPRISE PARTNERSHIP BOARD

SUBJECT: Our Network

DATE: 15th July 2019

FROM: Eamonn Boylan, Chief Executive, GMCA and TfGM

PURPOSE OF REPORT

To present 'Our Network', a shared vision towards an integrated transport network for Greater Manchester in 2029.

RECOMMENDATIONS

LEP Board members are asked to comment on the Our Network vision and the delivery of an integrated transport network for Greater Manchester.

CONTACT OFFICERS:

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Kate Brown, Director of Corporate Affairs, TfGM kate.brown@tfgm.com

BACKGROUND REPORTS

Greater Manchester Transport Strategy 2040 Draft Delivery Plan (2020-2025),
Greater Manchester Combined Authority January 2019

Greater Manchester 2040 Transport Strategy 2040
https://downloads.contentful.com/nv7y93idf4jq/7FiejTsJ68eaa8wQw8MiWw/bc4f3a45f6685148eba2acb618c2424f/03_GM_2040_TS_Full.pdf

1. Our Network

- 1.1 On 24 June, the Mayor of Greater Manchester launched 'Our Network' – 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 GM Local Enterprise Partnership – and in conjunction with the Greater Manchester Plan for Jobs, Homes and the Environment. Our Network is an integral part to achieve the vision set out in Our People, Our Place: the Greater Manchester Strategy for Greater Manchester to be one of best places in the world to grow up, get on and grow old.
- 1.2 The Our Network vision is described in a new indicative transport map (**see Appendix**) 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.
- 1.3 Residents and visitors will have a choice of options for public transport and active travel journeys within and across the city region. These seamless connections will allow passengers to move around as easily as possible, underpinned by simple and accessible travel information, supported by an open data approach.
- 1.4 An expansion of cycling and walking through delivery of the Bee Network will make active travel the preferred choice for short local journeys. These active travel routes will connect with interchanges and transport hubs, enabling people to easily transfer to bus, tram or train for longer journeys.
- 1.5 Our Network will also be built on the principles which underpin the Metrolink network:
- **Convenient:** Reliable and regular services.
 - **Affordable:** Integrated fares and ticketing across bus, rail, tram and bike hire.
 - **Sustainable:** Zero emissions and powered by renewable energy.
 - **Accessible:** Fully accessible to all residents both at stops and on transport modes.
 - **Accountable:** Run for the people of GM and locally accountable.
- 1.6 As part of the Our Network vision, the Mayor also confirmed a series of short, medium and long term commitments which are outlined below.

Bus

- 1.7 In 2017, the GMCA agreed to use new powers given to mayoral combined authorities through the Bus Services Act 2017 to prepare an assessment of a proposed franchising scheme, and delegated authority to the Chief Executive of TfGM for the assessment to be prepared on the GMCA's behalf. The assessment has been completed and recommends proceeding with the proposed scheme by obtaining a report from an independent auditor, as required by section 123D of the Act.
- 1.8 This recommendation was approved by GMCA on Friday 18 June and an independent auditor will be appointed to prepare a report on the assessment. Subject to the outcome of the audit, the next step would be for the GMCA to consider undertaking a public consultation in accordance with section 123E of the Act, for which the assessment of a proposed bus franchising scheme and the completed audit report will be made publicly available for consultation purposes.
- 1.9 Our Pass will provide free travel for 16 to 18 year olds living in Greater Manchester. The online portal enabling people to register for Our Pass was launched on 1 July. As well as free travel, it will unlock a range of opportunities and benefits, from sport and music tickets to work experience opportunities.

Metrolink

- 1.10 Contactless travel will be launched on 15 July, introducing the 'daily cap' calculated after journeys have been made. This is the first time this technology will be used in Greater Manchester.
- 1.11 The new Trafford Park Line will open in early 2020, further increasing the Metrolink network by 5.5km, adding six new stops, and connecting the Regional Centre to one of the biggest business parks in Europe, a home to 1,300 businesses employing over 35,000 people.
- 1.12 TfGM will continue to exploring further expansion, including completing the Airport Loop (subject to funding) and further investigation of potential extensions to Port Salford, Middleton and Stalybridge and a clear ambition to bring Metrolink to Stockport in the next decade.
- 1.13 To support network expansion, 27 new trams are on order which will increase network capacity by 15%, add 4,800 more spaces and enable the running of more double trams on the busiest lines. The first one is expected to arrive in February 2020 and there will be 10 trams in service by June 2020.
- 1.14 To support residents and visitors to have greater choice in how they travel, there are plans to increase in Park and Ride capacity over the next ten years, with nearly 1000 new spaces by the end of 2020 including at Radcliffe, Whitefield, Withington and Trafford Park.

Cycling and Walking

- 1.15 Greater Manchester will host the largest public bike hire scheme per resident in the country. Part of the Made to Move Strategy published in December 2017, the scheme will launch in Spring 2020, initially in the Regional Centre and expanding out across all districts over the following years.

Rail

- 1.16 GMCA's submission to the Williams Review of Rail Franchising at the end of May confirmed Greater Manchester's ambition to secure greater local control over passenger rail, or 'GM Rail'.
- 1.17 Further details on Greater Manchester's ambitions for GM Rail will be set out in a GM Rail Prospectus later this summer. The Prospectus will set out pathways for delivering a reformed railway in Greater Manchester and will consider:
- the design and specification of future franchises;
 - fares and ticketing reform to enable multi-modal zonal ticketing;
 - how TfGM can develop the legal and organisational capability to become a procurement authority for rail services;
 - how to work more effectively with Network Rail to build true regional partnerships, potentially with devolution over infrastructure management;
 - how to work more effectively with Government to drive through further devolution powers and sustained funding settlements.

HS2 and Northern Powerhouse Rail

- 1.18 The Our Network announcement included confirmation of the Mayor's commitment to see both HS2 (phase 2b) and Northern Powerhouse Rail delivered, together given their potential to improve Greater Manchester's links with the rest of the country, free up valuable capacity on the commuter network, and encourage more people to shift from the car and onto the train.

Tram-train

- 1.19 In January 2019, the Secretary of State for Transport announced his commitment to work with Greater Manchester to bring tram-train services to the city-region.
- 1.20 Tram-train lines allow both heavy and light rail services to run on the same line for greater integration with both networks. The 2040 Five Year Delivery Plan confirms three 'pathfinder' routes and TfGM will shortly be going to the market to work with the industry to identify the

best solution for tram-train in GM. Work is ongoing with Government to secure a feasibility study of the Atherton Line.

Data and Passenger Information

- 1.21 TfGM are working with Google and ITOWorld to make accessibility information available for Metrolink journey planning within Google Maps. The next phase of this is to deliver the same information for bus services.
- 1.22 As one of only five international cities selected, we are also working with Google in a trial which will develop new systems to support the management of transport incidents and events, monitor how well the network is performing, and better-communicate travel advice to customers.

2. Powers and Funding Asks

2.1 The Draft 2040 Delivery Plan (2020-2025) published in January sets out how Greater Manchester is developing its future transport programme in terms of planning, funding and delivery. It sets out Greater Manchester's funding asks of Government, as follows:

- A Greater Manchester Transport Fund 2 with an agreed national-local funding split. The ambition is for a 'GMTF2' to be twice the level of GMTF1 (circa £3bn) and sustained for twice as long.
- HS2 and Northern Powerhouse Rail: Government to affirm commitment to delivery of both projects.
- Air Quality package of funding: Government to radically expand and re-instate the Early Measures Fund for recently mandated cities, including funding for those unavoidable measures in any Greater Manchester Clean Air Plan such as local scrappage schemes; a Clean Bus Fund; and a taxi fund to support uptake of cleaner vehicles.

2.2 The Draft Delivery Plan sets out Greater Manchester's powers and functions asks of Government, as follows:

- Highways management: Grant Greater Manchester's highways authorities the ability to enforce Moving Traffic Offences
- Lane rental: To secure powers to charge for lane rental, incentivising highways work to take place outside peak hours.
- Influence over Highways England: Highways England should be accountable to the GMCA as a key transport service provider.

- Cycling and walking: Greater flexibility from the DfT in authorising and permitting Greater Manchester scope to define appropriate highway markings for crossings to support a safer network.
- Electric vehicle charging infrastructure: Government to encourage Electricity Northwest to sign a Memorandum of Understanding with TfGM to support a rapid rollout of an efficient EV charging infrastructure.
- Taxi and Private Hire Vehicles: National reform to provide greater local authority control and to secure controls against out-of-area operation.
- Rail franchises and infrastructure: Greater ability through Transport for the North to oversee and manage the Northern and TransPennine Express franchises, deliver coordinated infrastructure improvement and to secure high speed rail and future capacity improvements.
- Rail station devolution: Greater devolution of the responsibility for local rail stations, building on the proposals TfGM has already developed to test working in partnership with operators and other stakeholders.

2.3 GMCA has confirmed its support for the National Infrastructure Commission's recommendation to provide £43 billion of additional investment in cities outside London by 2040, enable long-term devolved budgets, and support major new transport projects in the fastest growing and most congested cities outside of London. Greater Manchester will continue to articulate the requirement for this significant long term devolved settlement as part of its submission to the forthcoming spending review.



GM LOCAL ENTERPRISE PARTNERSHIP BOARD

SUBJECT: Local Growth Fund Management Update

DATE: 15 July 2019

FROM: Simon Nokes, Executive Director Policy & Strategy, GMCA

PURPOSE OF REPORT

The purpose of this report is to provide LEP members with an update and overview of progress on the development and delivery of the Local Growth Fund (LGF) (also referred to as the Local Growth Deals), and associated programmes; and to provide a recommended way forward in relation to potential uses of funding previously held for contingencies and ensuring we achieve a spend rate that will improve our grading from government.

RECOMMENDATIONS

In order to manage the risks identified in para 2 & 3 of this report, LEP board members are asked to approve the following:

- A) The proposal to bring new projects onto the LGF portfolio (listed in para 3) and amend the funding structure of the current LGF projects in order to utilise spend.
- B) The proposed re allocation of the *unallocated and contingency (£40.8m)* set out in paragraph 4

CONTACT OFFICERS:

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Steve Warrener; steve.warrener@tfgm.com

1. Introduction and Background

- 1.1 The Government awarded a total of £493.5m over three Growth Deals to the GM LEP from 2015-2021 for capital projects that will benefit the local area and economy. This was broken down as follows:
- Transport projects were allocated £358m to support the infrastructure and capital requirements for Greater Manchester's (GM's) priority Transport schemes.
 - Skills Capital allocation was set at £79m to fund the development of world class learning facilities at Further Education (FE) level, to support delivery of the work and skills strategy priorities, in line with the Greater Manchester Strategy.
 - ED&R (Economic Development & Regeneration) received an allocation of £56.5m for projects that include investment in business support science, innovation and inclusive growth.
- 1.2 Prescribed outcomes against this funding were limited to jobs and match funding and were set against the full programme allocation of £493.5m, recognising that only some projects would be able to demonstrate 'direct' achievement of these outcomes.
- 1.3 The outcomes agreed in the original profile with Government were for 6,250 jobs to be created and for the public sector investment to generate £210m of private sector investment. These were set to be generated from Skills Capital, ED&R and Transport projects.

2. Current performance and reporting

- 2.1 Through our annual conversation with Government, GM has been requested to increase the rate of spend by using local flexibility around the financing of LGF schemes due to GM having been deemed as 'requires improvement' for delivery of LGF programme. This is in the context of a spend profile that was agreed at the time with Government who had requested that we accept a significantly front end loaded profile. Government were aware of our actual proposed spend profile and had previously been content with this; however they have now asked GM to confirm how we will increase spend over the coming months.
- 2.2 GMCA have recently undertaken a number of actions to improve reporting. This includes:
- A full reconciliation of all project historical spend;
 - Ensuring there is no time lag between when expenditure is recorded and claimed against LGF;
 - Ensuring all current CA projects which are eligible for LGF are utilising LGF funds first in order to achieve spend by the March 2021 deadline;

- Working towards accelerating spend to 60% (currently considered 'good' by MHCLG) of grant received and reducing the issue of forecast spend beyond March 2021; and
- Ensuring uses for currently unallocated contingency are identified and implemented in a timely manner.

3. Potential project and funding structure changes

3.1 Despite the above work that has been undertaken in recent months, there are still a number of issues with the LGF spend forecast by that require resolution:

a) The programme spend in the current financial year is not currently forecast to meet Government expectations. 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.

b) Not all the LGF grant is forecast to be spent by the funding deadline of March 2021. This is primarily due to GM's ambition to deliver enhanced outcomes through increased scope on large projects such as Stockport Interchange Mixed Use and Salford Central, which has resulted in additional development work and subsequent rephasing of those schemes. Plans are in place for progressing these enhanced outcome schemes with our partners. The Stockport Interchange Mixed Use scheme is currently in the procurement phase and discussions with the rail industry on the best way to deliver increased capacity at Salford Central are ongoing and being supported by the Salford City Mayor. Government officials are being regularly briefed on progress and are aware that, due to the nature of the schemes, considerable expenditure on schemes starting later in the LGF programme will likely be incurred beyond March 2021, and that this issue is being addressed.

3.2 The local flexibility written into Local Growth Deal under Single Pot principles enables the realignment of programme and associated funding, at a local level, to match delivery challenges. Therefore, given the two points above, the recommendation is that we bring a number of existing CA funded projects, which are 'Growth Deal eligible', into our LGF portfolio, thereby using LGF to fund these schemes; and reducing the LGF spend on those projects which are forecasting to spend past March 21 (i.e. the LGF spend deadline). The additional projects have previously been subject to full business case appraisal and approved by the GMCA, so require no further appraisal in making this switch.

The projects we are proposing to bring into the LGF portfolio are outlined in the below table:

Transport	Non Transport
Metrolink additional capacity programme/activities funded from Transforming Cities Fund	Protos Loan
	Project Q
SEMMMS 2019/20	Broughton House
Wigan A49 Link Road (grant switch in from Wigan M58 Link Road)	

- 3.3 By allocating a proportion of our LGF grant to a number of these existing CA funded projects that have, or are forecasting to spend, sooner we could increase our spend rate significantly by Q2 19/20 and reduce the amount of LGF grant that is currently forecast to be incurred past the deadline of March 2021. Scheme delivery and total grant commitment from the CA will not be affected as this is a change to the accounting structure of the projects only.
- 3.4 Current LGF schemes which are also part funded by the CA can be re profiled to use the LGF funds first on the project and use CA monies towards the end of the project.
- 3.5 We have also written to Government and formally requested that the £70m front loaded is removed from the metrics they use to calculate our grading and that it is instead allocated to the end of the LGF spend period (March 21). We have not yet had a response to that letter and therefore we have to plan on the basis that this will remain part of our next 'grading' calculation later in 2019.
- 3.6 If the proposed changes set out above are approved, the Q2 19/20 position would be that circa 70% of grant received would have been spent and therefore should improve our grading from government as well as minimising spend past the March 21 deadline. However if Government do not agree to remove the £70m front loading from our profile we would only achieve around 50% by Q2 19/20.

4. Unallocated Funding / Contingency

- 4.1 A further exercise has been undertaken to identify any currently unallocated funding contingency within the programme to ensure that we maximise the value of the funding and to ensure that we minimise the risk of any further expenditure beyond the LGF programme timescales. The currently unallocated funding / contingency is set out in the table below:

LGF Unallocated Contingency by category

Category	Total allocation (£ million)	Allocated (£ million)	Further Rounds (£ million)	Unallocated Programme Contingency (£ million)	Other Unallocated Contingency (£ million)	Total Unallocated LGF Contingency (£ million)
Skills Capital	79.00	75.15	3.78	-	0.067	0.067
ED&R	56.50	55.77	-	-	0.73	0.73
Transport	358.00	318.00	-	20.00	20.00	40.00
Total	493.50	448.92	3.78	20.00	20.80	40.80

4.2 The above table does not include any potential residual amounts from legacy and current programmes, including from the schemes within Greater Manchester Transport Fund 1 (GMTF1). Whilst not anticipated to be material, potential unallocated contingency from within this, and other programmes, will be kept under regular review.

4.3 The potential uses below do not take account of any potential use of unallocated LGF contingency into other existing and subsequent programmes/funding streams including, for example, Integrated Transport Block, Earn-Back Capital and Revenue, or Transforming Cities Fund 2 (TCF 2).

Proposed Allocations of Unallocated Funding / Contingency

4.4 Within the above **£40.8m** of total unallocated LGF contingency, it is recommended that the currently *Unallocated Programme Contingency* of **£20m** is ring-fenced, at this stage, to support the delivery of the enhanced outcomes on a number of current Growth Deal Transport schemes. Further information will be provided through a future report later in the year, following additional work on the allocations for these schemes.

4.5 In relation to the remaining £20.8m of *Other Unallocated Contingency*, work is taking place within the context of consideration of wider funding allocations (e.g. in relation to Transforming Cities Fund 2 and the forecast outturn costs in the current Growth Deal programme scope) to support the delivery of the next set of priorities. A pipeline is being prepared from the 2040 Delivery plan with a clear focus on meeting the objectives set out in the recent Mayoral ‘Our Network’ presentation. A report setting out more detailed proposals in this regard will be brought back to the LEP in due course.

4.6 In the meantime, in order to facilitate the timely delivery of a number of important additional initiatives within the current Growth Deal spending period, it is recommended to:

- a) Make a further allocation, in line with the original intervention rate, to Tameside Council of £1.5m following the demise of Carrillion mid project which saw the existing “Tameside One” skills capital project incur additional costs to in order to complete.

- b) Increase the allocation for future Skills Capital funding by £6.22m (from the current remaining allocation of £3.78m) to £10m for;
- Completion of the final round of skills capital to the sum of £1.78m
 - Creation of a new skills funding pot totalling £8.22m to help drive the implementation of the Local Industrial Strategy (LIS) to support tackling skills issues identified as key sectors in the LIS. This is in line with the revised investment strategy agreed last year by the CA and the approach set out in a report to the CA in October 2018. Some spend is likely to be capital but some would be revenue; and would therefore require the capacity, and the agreement of the GMCA Treasurer, to make the appropriate capital / revenue switch'.
- c) In relation to the remaining Transport contingency of £13.08m, further work is required to identify potential future allocations and to ensure that any potential future allocations will be spent by March 2021. Subject to confirmation of the principles, as set out in this report, potential allocations will be brought to a future meeting of the LEP.

5. Conclusion

- 6.1 If the work on re-allocations and other changes as set out above are approved, we are confident that our LGF money remaining to be expended on agreed schemes beyond March 2021 will be less than 10% of the value of LGF. At present our understanding is that this is acceptable to Government but this will obviously be kept under review.
- 5.2 Also if the proposed changes to structure and projects detailed are approved our Q2 19/20 position would be circa 70% spent of grant received and therefore should improve our grading from government as well as minimising spend past the March 21 deadline. However if Government do not agree to remove the £70m front loading from our profile we will only achieve around 50% by Q2 19/20. An urgent meeting with Govt has been requested and once we have clarity on Government's expectations this, and any further work required, will be reported back to the LEP.

6. Recommendations

As above

GM Local Enterprise Partnership meeting

Date: 15th July 2019

Subject: Local Growth Fund Round 3 - Christabel Pankhurst Institute for Research in Health, Technology and Innovation ('the Pankhurst Institute')

Report of: John Holden, Assistant Director Strategy/Research

PURPOSE OF REPORT

This report seeks approval for the Full Business Case which has been put forward by the University of Manchester to the Local Growth Fund (LGF) for the Pankhurst Institute.

RECOMMENDATIONS:

The Pankhurst Institute business case meets the level required at Gateway 3 (Full Business Case) in GM's Assurance Framework process agreed with Government for LGF funding and represents a good return on investment. Members are therefore asked to:

- 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. The payment of the grant will be conditional on implementing the full business case (as submitted to GMCA and summarised in this paper), including delivery of the agreed match funding and outputs in terms of jobs created and grant income received.

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John Holden, Assistant Director Research & Strategy, GMCA
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Risk Management – n/a

Legal Considerations – n/a

Financial Consequences (Revenue) – n/a

Financial Consequences (Capital) – £5m of Local Growth Fund capital expenditure (para 2.5)

1. BACKGROUND

- 1.1. On 23rd January 2017, Government confirmed GM's third Local Growth Deal allocation would be £130m, the highest allocation in the North.
- 1.2. On 10th February 2017, the GM Local Enterprise Partnership (GMLEP) agreed the priorities for this Growth Deal funding. This was made up of:
 - £40m for transport.
 - £50m for skills capital.
 - £20m for two priority science projects (International Screen School Manchester and The Pankhurst Institute).
 - £5m for Cyber Security.
 - £15m for the Productivity Programme.
- 1.3. As the Accountable Body for the GM LEP, the GMCA endorsed these priorities at its meeting on the 24th February 2017.
- 1.4. The GM LEP approved the gateway 1 (strategic business case) for the Pankhurst Institute at its meeting on 10th February 2017, which in turn was endorsed by the GMCA at its meeting on 24th February 2017. It was noted that further work was underway in defining the details around the Pankhurst Institute and that the project would be presented to the GM LEP and GMCA for approval once the full business case had been developed.
- 1.5. 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.

2. PANKHURST INSTITUTE PROPOSAL

- 2.1. The aim of this proposal is to establish a new Institute which will exploit the University of Manchester's strengths in advanced materials, digital technology and precision medicine to drive health benefit, business growth, productivity-gain and employment in Greater Manchester (GM), filling a critical gap in the GM health innovation ecosystem.
- 2.2. The bid is led by the University of Manchester, who propose to work in partnership with Manchester Science Partnerships (MSP), Manchester University NHS Foundation Trust (MFT), and Health Innovation Manchester (HInM) to deliver the Institute. It is proposed to build on a planned MSP investment in CityLabs to create a complete and robust translational pathway – from basic technology research, through to economic impact and health benefit. Research and early translation activities of the Institute will be located in a refurbished and extended building on the University campus (the NatWest building), and later-stage translational and business engagement activities will be located in the CityLabs 4.0 development.
- 2.3. The Institute will provide a focus for interdisciplinary health technology research, engaging University experts from science, engineering and the humanities in applying materials and digital technologies to meet real healthcare needs and address market opportunities. It will draw on existing expertise at the University (notably MAHSC and UMIP), HInM and MSP to

create a comprehensive package of support for translation, helping to avoid bottlenecks and discontinuities of support that currently prevent realisation of benefits.

2.4. The key objectives of the Pankhurst Institute will be to:

- **Objective 1:** accelerate the application of advanced materials and digital technologies to meet real healthcare needs and address market opportunities in the priority areas of the Local Industrial Strategy, by providing a focus for multidisciplinary health technology research within the University, engaging new participants from science and engineering, bringing to bear critical humanities expertise in behaviour change, digital trust, health inequality and innovation, and connecting with relevant partners and resources.
- **Objective 2:** catalyse health technology innovation and attract both highly talented staff and significant investment by creating a vibrant multidisciplinary health technology community, collocating key staff to facilitate new collaborations, developing a health-needs-driven research agenda, running a comprehensive programme of internal and external engagement events, and providing a clear point of contact for potential partners.
- **Objective 3:** develop a complete and robust translational pathway working closely with HInM, MSP and MFT to provide comprehensive support at all stages of the innovation journey, covering healthcare needs, health economics, early stage trials, regulatory approval, information governance, service organisation, and procurement – leading to solid value propositions, viable commercialisation plans, and new business opportunities, supported by tailored business-growth mentoring and access to investors.
- **Objective 4:** create a workforce with the capability and capacity to support business growth in health technology by developing talented individuals, through PhD programmes and research posts, with the breadth of technical knowledge and skills, experience of the translational pathway, and understanding of the health technology market necessary to drive health benefit and economic impact.

2.5. The University of Manchester is seeking £5m of Local Growth Fund investment, which will be matched by £7.2m of additional capital investment. £13.4m of revenue match will also be provided, resulting in a total project value of £25.7m¹. The partners providing match are made up of the University of Manchester (£14m capital and revenue), MSP (£4m capital), Alan Turing Institute (£1.5m revenue), and EPSRC/University (£1.1m revenue).

2.6. It is expected (conservatively) that 6 new academic members of staff and 20 existing members of staff will base their activities in the Pankhurst, and that they will attract new basic and translational grants that will fund post-doctoral research associates (54 FTE by year 9) and project managers (10.8 FTE by year 9). Based on a set of conservative assumptions the project delivers a public value return on investment of 2.5 to 1 over a 20-year period, which is felt to represent good value for money given the type of investment being proposed. Note that investments that will not affect grant income directly have been excluded from the impact analysis, but they will contribute to the broader impact of the Pankhurst. It is anticipated that these investments will stimulate additional public value being generated (for instance through a more trained workforce, new businesses, inward

¹ Note that the numbers do not necessarily sum to this total due to rounding.

investment and so on) but, as they are difficult to estimate at this stage, they have been treated as qualitative benefits.

- 2.7. Due to the level of detail within the business case, all the criteria for a Gateway 3 (full business case) approval have been assessed to be passed and therefore it is recommended that funding should be approved and a grant agreement issued, subject to regular monitoring of progress to ensure that key milestones are met.

3. RECOMMENDATIONS

- 3.1. Recommendations appear at the front of this report.

GM LOCAL ENTERPRISE PARTNERSHIP BOARD

SUBJECT: Investment Pot for Skills
DATE: 15th July 2019
FROM: Simon Nokes, Executive Director Strategy and Policy, GMCA

PURPOSE OF REPORT

Building on the sector approach for investment agreed by the GMCA in October 18 and supporting the Local Industrial Strategy focus on skills as a driver for growth, particularly at the higher technical level, this paper outlines an opportunity to align and enhance investment in these areas.

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 the LIS sectors outlined below 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 of certain cohorts.

This paper sets out an approach that can bring forward innovative skills provision linked to employer needs and skills gaps building on a sector approach.

RECOMMENDATIONS

The LEP Board is asked to review the contents of this report and:

- a. Agree the proposed programme and priorities identified for an “Investment Pot for Skills” to go onto the GMCA in July 2019.

*Any LGF changes are dependent on ability to switch capital to revenue.

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Introduction

Skills is a driver for change and is needed at both ends of the growth & reform agenda; through Adult Education Budget, Work & Health Programmes we are supporting residents to upskill and enter & progress into higher learner or employment. But GM only has control over a small part of the overall system. Building on the IPR, through the Local Industrial Strategy GM, DfE and DWP have agreed to undertake a 9 month review of how the various parts of the work/skills system join up. This will lead to discussion/agreement on what actions/different ways of working need to be taken by each party to use the collective levers we have to achieve better outcomes from the system as a whole. However there will continue to be a limited amount of public investment for the higher level skills required for growth outside of an individual investing in themselves. ***This paper sets out an approach that can bring forward innovative skills provision linked to employer needs and skills gaps building on a sector approach.***

Through the **Local Growth Funding**, there is the opportunity to use £8m to support skills provision that we are proposing is used to test new ways to articulate and fill skills gaps within the LIS sectors above. In particular we are proposing this will be used to tackle technical skills gaps – which is where most employers seem to report skills difficulties, which would have been the focus on the unsuccessful Institute of Technology bid, and where there is currently no other public source of skills funding. GMCA will also add value to this funding by aligning other resource that identified for skills to ensure a targeted approach for some cohorts of residents and to remove barriers to job entry or progression.

Independent Prosperity Review

Greater Manchester has some world-class strengths, particularly in Advanced Materials and Health Innovation as identified in the 2016 Cheshire East and Greater Manchester Science and Innovation Audit, and they have been confirmed in the Independent Prosperity Review. These are supported by other high productivity sectors, which, if not nationally unique, remain important strengths and include: manufacturing, digital and creative industries and professional services. **These sectors are the focus for Greater Manchester's Local Industrial Strategy.**

Sectors of interest

The Local Industrial strategy recognises recommendations from the Prosperity Review to capitalise on the city region's industrial and research strengths with sources of competitive advantage being focused in the following sectors:

- Establishing Greater Manchester as a global leader on **health and care innovation**, creating new industries and jobs, but also improving population health and extending healthy life expectancy. By focusing on health innovation assets, Greater Manchester will improve the health of the local population, enabling residents to fully participate in the economy, progress in their careers and age well.
- Positioning Greater Manchester as a world leading region for innovative firms to experiment with, develop and adopt **advanced materials in**

manufacturing. New strategic sites for manufacturing activity have been identified in the Greater Manchester Spatial Framework, which will provide a step-change in the market offer for industrial sites and provide space for the large-scale production and manufacturing of advanced materials. This will act as a magnet for inward investment and spin-outs as well as skills.

- Building on Greater Manchester's position as a leading European **digital, creative & media city** region. Building on the Investment in sectors approach already agreed by Leaders as well as the evidence developed around the growth in **TV, Film & Drama** in GM there is opportunity through this skills investment to drive talent in these areas into GM.
- Launching the UK's first City Region **Clean Growth** Mission to achieve carbon neutral living in Greater Manchester by 2038. It is an opportunity for Greater Manchester to emerge as one of the leading green cities in the world, offering a high quality of life that attracts and retains skilled workers.

Science, Technology, Engineering & Maths (STEM) Skills

- GM's growth sectors are underpinned by STEM skills and therefore we must create a talent pipeline for STEM where opportunities to develop skills and knowledge are available for all residents. To do this we need to enhance the current offer by developing higher-level technical skills provision for the benefit of current and future STEM industries, as well as our key growth sectors. This will create an agile and diverse workforce, which is flexible and responsive to developing technology and STEM needs.

By focusing on these four areas (underpinned by STEM) will also allow support for emerging sub sectors that genuinely suffer from gaps in skills but more importantly job vacancies that are hindering growth. As these new industries grow and flourish, they will create significant global competence and additional value in the economy of Greater Manchester and for the UK. Therefore it is imperative that we build a skills system that can meet the demand for these sectors.

Investment focus

Too many employers state 'they can't find the skills' yet GM is home to only good or outstanding institutions and providers of skills provision. This mismatch is historic and GM is keen to ensure something different can be done through devolution and local investment.

Much of this mismatch is down to how the 'system' has been set up nationally, where there is limited flexibility to truly respond to the needs of both residents and employers. However the system does work very well for many and it is untrue to say that there is a skills gap in every area – hence the need to be more specific as proposed here. Many young people and residents gain qualifications that stand them in good stead for future learning, however those skills may not clearly match the job need.

There is no one size fits all solution to addressing the skills gaps that employers face now, and will continue to face into the future, so a solution needs to bring together the key partners, in a local area. By improving coordination between employers, who can identify the roles they need to fill and the skills needed, and training providers, who can help design bespoke courses and work with training candidates, **this fund aims to support targeted training for specific roles in particular Level 4/5 technical**

skills as set out in the LIS. We aim to make the fund as flexible as possible placing the onus on employers, providers (and any other relevant stakeholders) to devise provision including high quality equipment/facilities that they can both commit to that will use innovative approaches to meet both their needs.

GMCA is also keen to ensure there is focus on those groups who experience barriers to employment within certain sectors and that strong pathways are developed to ensure progression.

Additional funding which will align and enhance

It is important to utilise all potential funding sources to ensure best value for money; therefore it is proposed that a small allocation of around £500,000 of existing funding be aligned to this pot to focus activity previously set out to the GMCA in October 2018 for targeted support to remove barriers to apprenticeships and particular cohorts. By doing this and bringing funding together GMCA can ensure innovative models of skills provision linked to employment are designed for all residents.

There is the opportunity to test this type of learning through the recently announced budget funding for a Digital Skills Pilot via DCMS. This funding will go live in late June and will pilot innovative models of skills linked to specific job roles & vacancies. Also where appropriate it is proposed to use the skills provision outlined in this paper alongside the sector investment approach to loan/equity funds as set out in the recently updated GMCA Investment Strategy. Finally, if successful, it is proposed that this more targeted approach to tackling key skills gaps will be used to roll out to other sectors via future funding sources such as the UK Shared Prosperity Fund.

Funding and delivery ambitions

It is proposed that applications to the funding will demonstrate **a set of key features**

- Training provision is co-designed and brings employers/providers together to address local skills gaps in stated sectors. We expect that bids will demonstrate support and investment from both key parties e.g. match funding (cash or in-kind).
- An element of capital investment will be eligible
- The training offer is new and innovative in some way - for example through the delivery model, the combination and scope of training, the make-up of the partnership and/or through helping improve the diversity of the sector.
- Employers must be based in GM and the candidates supported should also be resident in one of those areas.
- Training should primarily be aimed at filling roles that would be considered specialist and/or at middle skill level or above. Note: funding should predominantly be allocated to the delivery of training provision but there is scope for funding to be provided for other elements e.g. pre-Bootcamp/apprenticeship/traineeship activity.
- Employers should look to offer as a minimum guaranteed interviews to those candidates that satisfactorily complete courses.



GREATER MANCHESTER LOCAL ENTERPRISE PARTNERSHIP BOARD - PART A

SUBJECT: Growth Company End of Year Performance Report 2018/19

DATE: 15th July 2019

FROM: Mark Hughes, Group Chief Executive, Growth Company

1. Introduction

The Growth Company's (GC) Business Plan for the 2018/19 financial year was presented to the LEP Board in May 2018. A mid-year review of progress to date against Business Plan objectives and targets was presented in January 2019. The purpose of this report is to present to the Board the end of year performance review.

The report comprises a high-level summary of performance which is set out below.

2. Implementation of Business Plan priorities

Throughout the year there were some notable achievements which include:

Strategic Priority	Key Achievement
1. Productivity	<ul style="list-style-type: none"> • £314.7m additional GVA in GM and £558.3m additional GVA across all geographies • Over 16,000 business assists, over 5,000 business starts, 11,467 jobs created, 11,300 clients placed into work through GC employment programmes • Commenced delivery of The Greater Manchester Business Productivity & Inclusive Growth (BPIG) programme is part of an ambitious £45m programme to support business start-up, growth and inclusion. Aiming to engage up to 5000 businesses and creating over 4000 jobs as part of the programme. • Undertaking Mentoring Growth Pilot, supported 45 SMEs across Greater Manchester and Birmingham; helping to drive productivity across the country. • Launching Innovate UK high value loans, advancing circa £13m across the UK, in partnership with Innovate UK • Launch of the NW Made Smarter pilot providing specialist advice which helps SMEs to understand the benefits of Industry 4.0 technologies and the growth they can bring. Since the launch in January 2019 there are already over 300 businesses in the pipeline for support, 50 more engaged and 10 successful applications to date. • Implementation of a new loan management Fintech solution. • Launched the Greater Manchester UKBAA Angels Hub, placing the service at the heart of Angel investment in the North • 8 Angel investment deals totaling £4.1m. • £23.4m loans to businesses given • Venturefest attracted record delegate numbers of 1,104, and 776 businesses in attendance Skills for Employment supported 4,311 people to gain qualifications resulting in 3116 participants gaining employment • 1,437 Apprenticeship starts
2. Inclusive Growth	<ul style="list-style-type: none"> • Supported 1,134 clients and successfully placed 316 into sustainable employment through the working well programme

	<ul style="list-style-type: none"> • Positive Directions has helped 800 people on their journey to employment with 150 individuals successfully placed into work. • Launched the Digital 1000 initiative: a transformative opportunity to tackle digital exclusion across GM in which GC will engage and support 1000 residents to become digitally-included • The National Careers Service supported 60,464 customers • Launched the GM Tourism and Culture Talent Hub, which aims to drive up employment in the sector through the provision of an integrated recruitment, employment, skills and apprenticeship service • Launched new Level 4 Improvement Practitioner Apprenticeship initially with Royal Mail • Launch of the Leading Well programme to support leaders and managers with the wellbeing of their employees • TMI Make It campaign engaged 946 young people, inspiring them to consider a career in STEM • BGH Start Smart programme launched across Greater Manchester • Supporting the development of the GM Mayor employment charter • Chairing the Shop Direct Partnership Board facilitating the collaboration between Shop Direct and DfE and are leading on a National Retraining Scheme pilot in Greater Manchester • Influenced DIT to include Social Value in its Market RFI assessment to all bidders.
<p>3. International</p>	<ul style="list-style-type: none"> • Positioned Greater Manchester as the gateway to the North through international tourism campaigns in the US, China, GCC, India and the EU exceeding the volume of media coverage target by £900m (Achieved £1.2bn against target of £300m) • Marketing Manchester’s Conventions Bureau successfully won 21 conference bids in 2018/19. This will bring 13,130 delegates to the region over the coming years, generating an estimated £27.4 million boost to the local economy. Global scale up programme launched to support Greater Manchester ambitions to be a top 20 global city by 2035 • Marketing Manchester organised Manchester’s presence at MIPIM for the 20th successful year, supporting 245 delegates from 96 companies • Secured 66 inward investment projects, creating 4,390 new jobs, compared to 70 project successes and 3,778 jobs created last year • Launched DIT High Potential Opportunity pilot - ‘Light Weighting’ technology linking northern GM LAs (Bury, Oldham and Rochdale) to GM’s emerging advanced materials capabilities. The proposition will be marketed world-wide through the DIT network • GC led major NPH visit to India to Future Tech Conference, to increase level of India activity as well as support direct air route • Led GM Mayoral visit to World Economic Forum • Developing high level strategic relationships between city Governments in China alongside Mayoral office and Universities – particularly in advanced materials, smart cities, low carbon • Trade performance exceeded with 130% of annual Export Wins volume targets and export sales totalling £774.2M • GC is leading the Northern Powerhouse Trade & Investment forum working to secure additional funding across the North of England
<p>4. Improve financial resilience</p>	<ul style="list-style-type: none"> • The pre-audit financial outturn was a £319k surplus against a break-even budget • Winning 6 ESFA/ESF contract bids within Greater Manchester, Sheffield City Region and Lancashire with a value of £56.5m delivering employer led skills and qualifications aligned to local growth sectors • Secured the BEIS £20m NW Made Smarter pilot programme in partnership with NW LEPs to support 3000 manufacturing SMEs to adapt to industrial digital technology • Securing the £17m, 3-year National Careers Service contract for the North West. • Securing £320k from CITB to support unemployed GM residents through training and employment with University of Manchester on their major capital build project • Secured the re-tendered Law Society Lexcel Assessment Body and won the exclusive national contract to deliver their new Conveyancing Quality Scheme (CQS) - a combined value of £5m+ over the next 3 years • 52 week cash forecast now produced on a quarterly basis. Cashflow has remained positive throughout the year and the overdraft facility has not been utilised.

	<ul style="list-style-type: none"> • Our total contract leads for 2018/19 exceeded £692.7m in potential opportunities • £299m of bids submitted in year • £120.5m won out of a potential £135.5m which was awarded in year • Excluding those which have yet to be awarded (8 opportunities worth £160.7m) and those disqualified prior to submission (105 opportunities worth £205.4m) GC has a win rate on the year of 68% (includes 3 opportunities worth £6.7m withdrawn by the buyer)
<p>5. Integrate Services</p>	<ul style="list-style-type: none"> • New cross-group approach to Business Development supported the £120m bid successes in-year • Implementation of Zoho CRM • Launch of GC staff 'sales' network to improve collaboration across client facing staff • Employment and Skills briefing programme developed to integrate with BGH workforce development offer • Realigned structure in Business Growth Hub with new delivery structures to improve service provision. • 7 commercial services aligned under single operating lead to improve integration & collaboration • Central service alignment in Employment and Skills to implement ESF and prepare for delivery • Integrated GC marketing campaigns plan launches with GC wellbeing and GC apprenticeships campaigns undertaken in Q4
<p>6. Enhance GC profile & positioning</p>	<ul style="list-style-type: none"> • At end of year, the portfolio of e-shots and newsletters reached a total of 63,592 recipients, up from around 40,000 during Q3. The open rate for the whole year was 23.9%, up from 21.9% the previous year • PR AVE of £343,821 achieved in year - an overall increase of 39% on the baseline set, which far exceeds our annual target of 5%. • 30 commentary pieces in the year, including the 2 in Q4, which has led to us exceeding target by 25% and increasing our baseline by 275% • 15% uplift in unique visitors to GC websites across the year. Total views 5,456,190. • 24% uplift in Twitter followers across the GC portfolio. Total Twitter Followers 338,027 • 40% uplift in Facebook followers across the GC portfolio. Total Facebook Followers 110,746 • 27% uplift in LinkedIn followers across the GC portfolio. Total LinkedIn Followers 26481
<p>7. Internal Transformation</p>	<ul style="list-style-type: none"> • Securing OFSTED Grade 2 • Securing Cyber Essentials and Cyber Essentials Plus certification • Securing a re-assessment of ISO9001 and ISO27001 • Implementing '<i>Work Your Way</i>' agile working programme, to enable exit of second floor Lee House and reduce GC property footprint • Implementation of '<i>Dress for Your Day</i>' and '<i>Work for Your Day</i>' initiatives • Implementation of peer-to-peer staff recognition scheme, '<i>Valued Star</i>' • Formation of a mental health and wellbeing working group with the aim of developing a mental health initiative in line with the Time to Change Pledge • Piloting and launching the GC-wide staff mentoring scheme • Completion of Microsoft Office 2016 email, Skype for Business and One Drive Cloud migrations completed as part of the Office 365 roll out to work anytime, anywhere on any device • Provided staff with fit-for-purpose devices, enabling the ability to work anywhere and enable flexibility and agility • Introduction of Skype for Business phone system and conference calling, forecasted to save approximately £100k per year compared to the landline telephony system

In addition to the achievements above, GC has achieved some notable recognitions in year, including:

- Manchester India Partnership (MIP) won the Promotional and Trade Agency of the Year award at the prestigious 2018 India awards in London in June 2018.
- Manchester China Forum won the Recognition Award at the North West Greater China Awards 2019
- Marketing Manchester won a silver award at The World Travel and Tourism Awards for their Come Together campaign launched following the Manchester Arena attack
- Manchester India Partnership won the award for Best Trade and Promotion Agency at the UK India Business Awards
- The GC Business Growth Hub, People, Skills & Talent team were finalists for the National Mentoring Programme of the Year at the National Mentoring Awards
- Richard Jeffrey won the Director of the Year Award from Institute of Directors
- Aspire Recruitment were finalists for the Organisation Making A Difference In The Community award at the This is Manchester Awards
- GC secured Training & Jobs Social Enterprise of the year at Social Enterprise UK awards

3. Strategic Priorities

Each of the Business Plan’s 7 strategic priorities has aligned against it supporting operational objectives. Progress against each of the operational objectives, with RAG ratings, has been reviewed by GC senior management and the GC Board.

The summary RAG rating of these operational objectives is set out in the table below:

Table 1. Business Plan Objective RAG Rating

Strategic Priority	No. of objectives	Green	Yellow	Amber	Red
1. Support / enable increase in GVA & productivity	8	6 (+1)	0 (-1)	1 (0)	1 (0)
2. Contribute to inclusive growth across GM	9	8 (0)	1 (0)	0 (0)	0 (0)
3. Lead the delivery of GM’s Internationalisation Strategy	9	9 (0)	0 (0)	0 (0)	0 (0)
4. Improve financial position	9	7 (+2)	2 (-1)	0 (-1)	0 (0)
5. Integrate Services	5	4 (-1)	1 (+1)	0 (0)	0 (0)
6. Enhance GC’s profile and positioning	8	5 (0)	0 (-2)	0 (0)	3 (+2)
7. Deliver GC’s internal transformation	9	5 (+1)	3 (0)	0 (-1)	1 (0)
Total	57	44 (+3)	7 (-3)	1 (-2)	5 (+2)
Green	Progress ahead of or on schedule with objective achieved or likely to be achieved				
Yellow	Progress behind schedule but able to be recovered with good probability that objective will be achieved				
Amber	Progress behind schedule with key issues impeding recovery – risk that objective will not be achieved				
Red	Progress behind schedule with recovery doubtful and objective unlikely to be achieved or ability to achieve objective impaired by factors which the Group cannot resolve				

The report demonstrates good performance over the year with 51 out of the Group’s 57 Business Plan objectives being fully or partially achieved. Notably, 24 out of our 26 external facing objectives under Strategic Priorities 1-3 were fully or predominantly achieved. The most noticeable shortfalls being apprenticeship starts and number of new business starts (impacted by external funding cap).

The overall level of performance is pleasing given that this was an ambitious Business Plan, which set a series of challenging targets across a broad range of external and internal agendas, and has been implemented in an uncertain policy, commercial and commissioning environment. Whilst there have been limited new policy developments at national level as Brexit negotiations continue there have been new developments locally, notably the emerging GM Local Industrial Strategy the need to respond to GMCA's/Mayor's rapidly developing agenda, the continuing effects of uncertainty over Brexit, bedding in of the Made Smarter contract, a challenging apprenticeship market and major contract commissioning during the year such as the ESF programme, ERDF bidding and the National Citizen Service procurement.

The report also highlights where progress has been more limited and the factors affecting this have tended to be external influences outside of the Group's control, the challenging commercial environment which prevailed during the year and the need to prioritise the deployment of our own staff resources at the expense of lesser priorities, for example postponing the focus on developing a GC economic development consultancy in order to deliver immediate bid opportunities.

Specific issues encountered include:

Strategic Priority	Key Issue
1. Productivity	<ul style="list-style-type: none"> The apprenticeship market remains deflated and targets not achieved. This is a result of market changes, national apprenticeship system changes and the employers still getting used to the revised administration system. GCBF cumulative jobs created did not fully recover due to the period during which the national funding cap was placed by British Business Bank.
3. International	<ul style="list-style-type: none"> There has been a slow down in decisions being made for international conference host destinations which could be due to the uncertain political landscape post-Brexit. Inward Investment projects did not meet end of year target numbers (90) due to a slow down in conversion rates from pipeline to decision. This is a trend being experienced elsewhere and indications link this to Brexit. However jobs target was exceeded.
4. Improve financial resilience	<ul style="list-style-type: none"> Education and Skills was forecasted to generate a deficit of (£1,176k) at the end of 18/19 but actual deficit was £1.7m. Challenging year for both CfA and Aspire with end of year outturns lower than forecasted for both entities.
5. Integrate Services	<ul style="list-style-type: none"> Limited progress on some objectives due to staffing changes and prioritisation of other internal projects.
6. Enhance GC profile & positioning	<ul style="list-style-type: none"> Consultancy, evaluation framework and account management objectives slipped into next year as prioritisation given to bidding opportunities.
7. Internal Transformation	<ul style="list-style-type: none"> Internal audit assurance opinions will not achieve 80% good/satisfactory in this financial year. This is creating a risk to the business with regards to internal non-compliance.

3. KPI Performance

The Business Plan highlighted the Group's top 12 service delivery and economic impact targets for the year and the table below shows the final outturn against the overall annual targets set for delivery within Greater Manchester.

Key Performance Indicator	Annual Target	Q4 Actual	% to Annual Target
£m of additional GVA / economic impact	£228,000,000	£314,700,779	138%
No. of new jobs created	5,435	6,001	110%
No. of new and existing businesses assisted	4,540	5,917	130%

No. of new businesses created	630	612	97%
£m investment in existing businesses	£14,000,000	£9,682,422	69%
No. of apprenticeship starts	1,642	903	55%
No. of clients placed into work	6,715	6,565.00	98%
No. of new exporters assisted	24	37	154%
£m value of export sales generated	£240,000,000	£386,970,227	161%
No. of new foreign direct investment projects	54	47	87%
£M economic impact of conferences won	£25,000,000	£ 27,387,694	110%
Volume of media coverage (opportunities to see)	300,000,000.00	1,176,847,000	392%

As above, the investment in existing businesses target was not met and only achieved 69% of target. This target is predominately driven by the BGH Access to Finance programme which delivered higher volumes in geographies out of GM during 2018/19. As can be seen in the table below, the overall target for investment in existing businesses across all GC geographies exceeded the target by 30%.

The number of Apprenticeship starts is at 55% to target at end of year, 903 were achieved out of a target of 1,642. Full details of under-performance in this area are covered in Part B of this report, related to objective 1.6.

The volume of media opportunities significantly exceeded its target in-year. This is due to additional funding being secured from Visit Britain during 18/19 for campaigns which were not planned at the time of agreeing the original KPIs with the GC Board.

GC also tracks performance against targets across all geographies and the table below outlines those results for 2018/19.

Key Performance Indicator	Annual Target	Q4 Actual	% to Annual Target
£m of additional GVA / economic impact	£ 537M	£ 558.3M	104%
No. of new jobs created	12,800	11,467	90%
No. of new and existing businesses assisted	16,452	16,328	99%
No. of new businesses created	7,100	5,312	75%
£m investment in existing businesses	£18M	£23.4M	130%
No. of apprenticeship starts	3,063	1,475	48%
No. of clients placed into work	12,003	11,320	94%
No. of new exporters assisted	60	82	137%
£m value of export sales generated	£600M	£774.2M	129%
No. of new foreign direct investment projects	54	47	87%
£M economic impact of conferences won	£25M	£27.4M	110%
Volume of media coverage (opportunities to see)	300M	1.2Bn	392%

As outlined above, the total value of additional GVA ended the year at £558.3m against an annual target of £537m. Throughout 2018/19, it has been reported that this target was unlikely to be achieved due to the externally imposed cap on Start Up Loans (SUL), however, the exceeding of the inward investment jobs target by 42% has created an overall achievement of 4% above target.

Number of new businesses ended the year at 75% to target with 5,312 jobs created against a target of 7,100. This was affected by the SUL cap, which although was lifted in October, meant that GCBF could not get back to original profile. This cap also impacted the jobs created which ended the year at 10% below target.

4. CUSTOMER SATISFACTION

Quarterly customer feedback data has been reported to the Board throughout the year with consistently positive responses. The full year customer feedback data from GC services is set out below. Returns were received from clients in the following business areas: Employment, Skills, GC Commercial, Business Growth Hub, GCBF and International Trade.

The table shows a range of positive (excellent or good) responses of 88% - 94%. The recommendation rate is at 94%.

Period: 1 April 2018 – 31 st March 2019							
Total Returns:	3091						
Descriptive Rating		Excellent	Good	Average	Poor	Very Poor	Not Answered
Numeric Rating		5	4	3	2	1	
Q1 – How would you rate your first impressions of the service / event in terms of its planning and meeting your expectations?	No	1731	980	103	137	75	65
	%	57%	32%	3%	5%	2%	
Q2 – How would you rate the extent to which you benefitted from the service / event and its desired impact?	No	1479	1208	139	130	89	46
	%	49%	40%	5%	4%	3%	
Q3 – How would you rate the quality of the advisor / staff member who provided the service or led the event?	No	2026	821	55	79	39	71
	%	67%	27%	2%	3%	1%	
Q4 – How would you rate your overall satisfaction with the service / event?	No	1792	982	72	141	63	41
	%	59%	32%	2%	5%	2%	
		Yes	No	Not Answered			
Q5 – Would you recommend the service / event to others?	No	2782	178	131			
	%	94%	6%				

SUBJECT: Local Enterprise Partnership Governance Update

DATE: 15th July 2019

FROM: Simon Nokes, Executive Director Strategy and Policy

PURPOSE OF REPORT

This report sets out the background and recommendations of the National Local Growth Assurance Framework and the key implications for Greater Manchester

RECOMMENDATIONS

The LEP Board is asked to note the report and agree:

- To approve the updated GM Single Pot Assurance Framework
- That Lou Cordwell is appointed as Deputy Chair and Vanda Murray is appointed as the Diversity Champion
- That a Gifts, Hospitality and Expenses be published quarterly in line with the approach set out in the GMCA Constitution. LEP Board members to notify officers of any relevant gifts, hospitality and expenses received over the first quarter of 2019/20
- That Board members notify officers of any changes to their Register of Interest
- To approve the updated Terms of Reference

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1. INTRODUCTION

- 1.1 The National Local Growth Assurance Framework (NLGAF) was published in January 2019 and sets out Government's guidance for places that are required to develop their own Local Assurance Framework.
- 1.2 The Framework covers assurance of GM's Single Pot (including Local Growth Fund, Earnback, Devolved Transport Funding and shortly the Adult Education Budget) and provides guidance on how places should appraise, monitor and evaluate schemes to achieve value for money to ensure the robust stewardship of public funds.
- 1.3 This Framework replaces the previous guidance and reflects the feedback that Government has received from MCAs and LEPs. It also builds on previous work to strengthen assurance of LEPs and addresses the recommendations of the Mary Ney Review into Local Enterprise Partnership Governance and Transparency (October 2017) and the National Review into LEPs, Strengthened Local Enterprise Partnerships (July 2018).
- 1.4 Greater Manchester will use this guidance to refresh its existing Joint GMCA/GM LEP Single Pot Assurance Framework to be approved by the LEP Board.

2. GM SINGLE POT ASSURANCE FRAMEWORK

- 2.1 The GMCA and GM LEP Combined Single Pot Assurance Framework (attached) is our local response to the principles and requirements of the National Local Growth Assurance Framework and sets out how these will be delivered at local level.
- 2.2 The GM Assurance Framework outlines the assurance arrangements for both the Greater Manchester Combined Authority (GMCA) and the Greater Manchester Local Enterprise Partnership (GM LEP) for funding paid as part of Greater Manchester's integrated 'Single Pot'.
- 2.3 Alongside the LEP's Terms of Reference, these documents outline the key practices and standards which are necessary to provide Government and local partners with assurance that decisions over funding are proper, transparent, and that they deliver value for money.
- 2.4 As reported to the Board in January 2018 and September 2018, GM LEP was largely compliant with the recommendations of both the Mary Ney Review and Strengthened Local Enterprise Partnership. Greater Manchester therefore already meets the majority of the requirements within the guidance, particularly on accountability, transparency and decision making.

2.5 However, there are a number of new requirements that have been incorporated into the refreshed framework to ensure GM remains compliant which require Board input. These include:

- **GM SPAF:** The LEP Board to approve the updated GM Single Pot Assurance Framework
- **Board Membership:** The document sets out the updated membership of the LEP following the conclusion of the recent Board membership review. This includes the requirement to appoint both a Deputy Chair and a Diversity Champion. Following discussion with the Chair and feedback from the Board, it is suggested that Lou Cordwell be appointed as Deputy Chair and Vanda Murray as Diversity Champion
- **Gifts, Hospitality and Expenses:** A register of gifts, hospitality and expenses will be established and published online for all LEP Board members to be updated quarterly. In line with the GMCA constitution, this will cover all expenses provided to any private sector member of the Board along with any gifts and hospitality of a cumulative estimated value of at least £100 from a single source. Public sector members maintain their own register as part of their substantive roles as Greater Manchester Leaders
- **Register of Interest:** Each LEP member and GMCA/TfGM Chief Executive must also complete a Register of Interest which is published on the LEP website and refreshed biannually with the deadline for the next iteration being August 2019.
- **Terms of Reference:** The GM LEP Terms of Reference (attached) have been updated to reflect the changes noted above

3. NEXT STEPS

3.1 Subject to approval by the Board, the updated Single Pot Assurance Framework will be published on the GM LEP website

GREATER MANCHESTER

Greater Manchester Local Growth Assurance Framework

JULY 2019

Greater Manchester Single Pot Assurance Framework

Contents

- 1. About this Assurance Framework**
- 2. About Greater Manchester**
- 3. Greater Manchester Strategy and Devolution**
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- 5. Structures and Roles**
- 6. Greater Manchester Combined Authority**
- 7. Greater Manchester Local Enterprise Partnership**
- 8. Transparency and Accountability**
- 9. Single Pot Funding Governance**
- 10. Single Pot Funding Governance - Transport**

1. About this Assurance Framework

1.1 In line with the guidance set out in *Strengthened Local Enterprise Partnerships*, this Assurance Framework represents a joint Greater Manchester Combined Authority (GMCA) /GM Local Enterprise Partnership (GM LEP) statement which sets out their respective roles and responsibilities and clarity on accountability for public funding.

In particular, this document sets out:

- **Advisory and challenge function:** How Greater Manchester ensures that there is a strong, independent voice for the LEP in the decision making process within the city region, and that the LEP Chair and Board are able to draw directly on appropriate support and expertise from staff.
- **Alignment of decision-making across a clear geography:** The boundaries of GMCA and GM LEP are co-terminous and both operate across the same geography of Greater Manchester.
- **Accountability:** How the formal accountability relationship between the LEP and GMCA will work with GMCA acting as the formal Accountable Body for the LEP in terms of handling public money. This includes the key processes for ensuring accountability, probity, transparency, legal compliance and value for money.

This Framework also sets out how potential investments to be funded by the Single Pot will be appraised, prioritised, approved, delivered and evaluated and that the use of resources will be subject to the usual Local Authority checks and balances ensuring that the LEP/CA acts in a manner that is lawful, transparent, evidence based, consistent and proportionate.

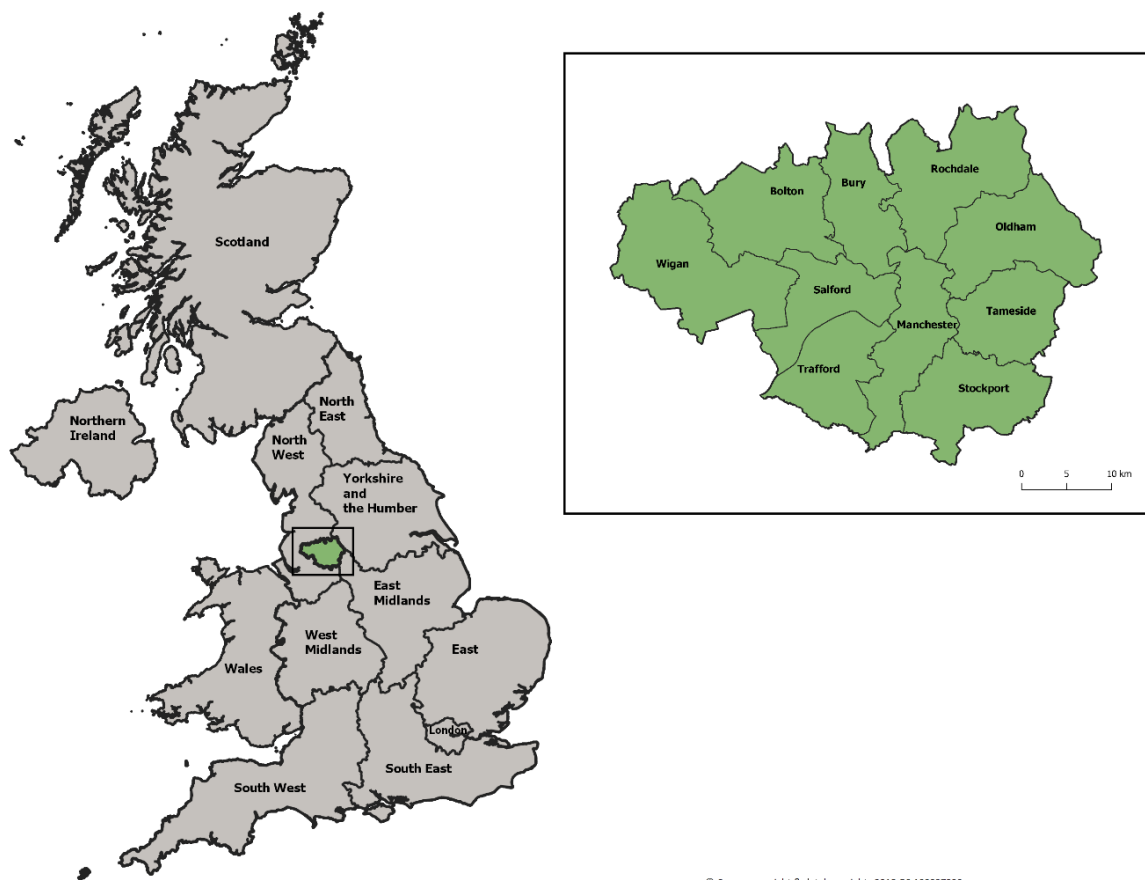
- **Efficiency and corporate identity:** How the LEP and GMCA work together in their approach to staffing, branding and other resources and assets.
 - **Overview and scrutiny:** How the GMCA Overview and Scrutiny Committees will interact with the LEP.
- 1.2 The aim of this document is to set out how we will use public money responsibly and transparently, and attain best value for public spending. Investment decisions will be made for all Single Pot funding with reference to statutory requirements, conditions of the funding and local objectives through formal LEP involvement.
- 1.3 This document has been drafted on behalf of the LEP and the CA and will apply in regards to Single Pot funding.
- 1.4 The Assurance Framework sits alongside a number of other GM documents – most notably the Constitution of the GMCA, the GM LEP Terms of Reference, the Greater Manchester Strategy and the Combined Authority Financial Regulations.

- 1.5 The Framework has been developed in response to the [national local growth assurance framework](#) published in January 2019 setting out guidance for Mayoral Combined Authorities with a Single Pot funding arrangement and Local Enterprise Partnerships.
- 1.6 GMCA is currently undertaking a review of its governance arrangements to ensure that these are as effective and efficient as possible. Part of this process will include making any necessary updates to the Assurance Framework to ensure that these changes are captured.
- 1.7 This Assurance Framework will be reviewed on an annual basis by the GM Executive Team in consultation with the LEP. The purpose of the review will be to examine whether there is any evidence that existing processes could be improved, and to take into account any legal, funding, or other contextual changes that might require a change of assurance process. Where potential changes result in significant divergence from the approved local assurance framework, adjustments will be agreed by the Ministry of Housing, Communities and Local Government.
- 1.8 The remainder of this document is structured around the following sections:
- About Greater Manchester
 - Greater Manchester Strategy and Devolution
 - Single Pot
 - Structures and Roles
 - Greater Manchester Combined Authority
 - Greater Manchester Local Enterprise Partnership
 - Transparency and Accountability
 - Single Pot Funding Governance
 - Single Pot Funding Governance – Transport

2 About Greater Manchester

- 2.1 Greater Manchester (GM) is fully committed to transparent and accountable decision making including establishing the key practices and standards which are necessary to provide Government and local partners with assurance that decisions over funding are clear, effective and deliver value for money.
- 2.2 GMCA was formally established on April 1st 2011 alongside the Greater Manchester Local Enterprise Partnership (GM LEP). GM has a unique partnership model of GMCA/LEP leadership through a shared vision for the city region as set out in the Greater Manchester Strategy.
- 2.3 There is no equivalent comprehensive partnership model to be found anywhere in the country. Both bodies were designed to have a shared strategic vision and complementary roles from the outset, as set out in the original proposal to government. Together, GM LEP and the GMCA provide a robust set of decision-making and governance structures for Greater Manchester.
- 2.4 The two bodies operate over the same footprint comprising the ten local authorities that collectively reflect GM's functional economic geography – see below.

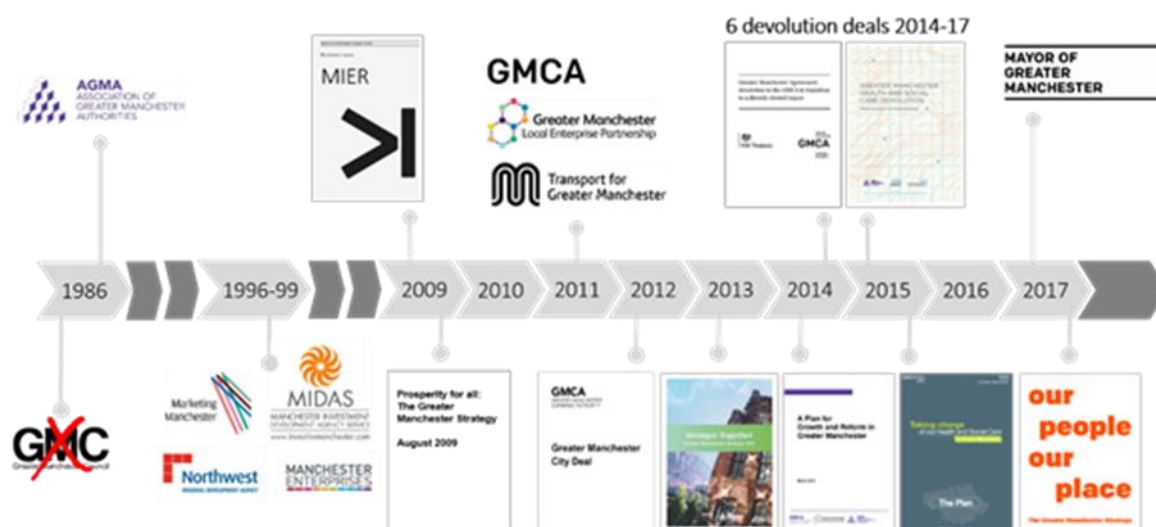
Figure 1 Greater Manchester Local Authorities



3 Greater Manchester Strategy and Devolution

- 3.1 On 3rd November 2014 GM reached a historic milestone. Leaders across the 10 GM local authorities signed a unique deal with Government to devolve a wide range of powers, budgets, and responsibilities to the GMCA and to an elected GM Mayor.
- 3.2 The November 2014 deal is often cited as the start of the devolution process. In reality, the journey to that agreement was decades in the making with the ten Greater Manchester district councils having a long and unrivalled history of collaboration, characterised by consistent leadership, commitment and stability over many years.

GM Devolution Timeline



- 3.3 From the formation of AGMA (Association of Greater Manchester Authorities) in 1986, through to the establishment of the GMCA and LEP in 2011, a continued focus on collaboration and making the case for reform placed GM in a strong position to capitalise on the potential for devolution.
- 3.4 The case for devolution was underpinned by a robust evidence base which has always been a distinctive feature of Greater Manchester’s approach to informing policy interventions and decision making.
- 3.5 In particular, the Manchester Independent Economic Review (MIER) provided a comprehensive appraisal of the opportunities and challenges faced by Greater Manchester; the first such assessment to be carried out in the UK at city region level which led to the development of the first Greater Manchester Strategy and its ambitious vision for the city region.
- 3.6 Subsequent iterations of the strategy have built on this foundation, strengthening the evidence base and providing a sound policy framework for subsequent GM wide strategies. This includes the Growth and Reform Plan, which was submitted as part of our initial Growth Deal submission and sets out Greater Manchester assets and opportunities in Life Sciences, further education facilities, public transport and business support services.

- 3.7 Since the first deal was made, GM and Government have signed a further five devolution agreements, the first GM Mayor has been elected, and – building on the GM model - devolution deals have been reached with other parts of England.
- 3.8 GMCA arrangements have developed from the ‘bottom up’ to meet these challenges, continually evolving over time to meet the needs of the GM agenda as they have developed.
- 3.9 As well as ensuring that our governance arrangements remain robust and fit for purpose, this bottom up evolution has also helped to maintain ownership and commitment from all constituent members. This approach has enabled us to work out what functions are best delivered at GM level and what functions are best delivered by individual local authorities.
- 3.10 Greater Manchester’s strategic ambitions are set out in the Greater Manchester Strategy – Our People, Our place - which is co-owned by GMCA, GM LEP and the Voluntary, Community and Social Enterprise sector (VCSE). The strategy represents both the Strategic Economic Plan that each LEP is required to produce as well as GMCA’s sustainable community strategy.
- 3.11 The GMS was refreshed in mid-2017 to reassess the issues and opportunities that the strategy needs to address and re-examine the interventions required to drive growth and reform across the city region.
- 3.12 The GMS was developed collaboratively with input from a range of partners from the public, private and VCSE sectors following a consultation in developing our vision, ambition and strategy. This reflects GM’s ongoing commitment both to co-design and effective local engagement of partners and the public to inform key decision making and future strategy development.
- 3.13 The engagement featured both online (including Twitter, Facebook and GM websites) and traditional media alongside face-to-face consultation across Greater Manchester to better understand the views of residents, businesses and the VCSE sector.
- 3.14 The revised GMS sets out a shared vision for Greater Manchester to become one of the best place in the world to grow up, get on and grow old. The updated strategy is structured around 10 priorities reflecting the life journey. The priorities are:



3.15 The GMS also sets out how we need to establish a different way of working if we are to achieve our vision with 5 cross-cutting enablers:



3.16 This is the third Greater Manchester Strategy and it builds on the substantial progress made since it was last refreshed and reflects the change in the economic and political climate including our progress on the devolution journey and the new Mayoral Combined Authority arrangements.

3.17 It sets out how we will build on our core strengths, including those highlighted in the strategy:

- our concentration of science, research and innovation assets. Our universities give us the largest concentration of excellence in health research nationally outside South East England and, in advanced materials, a unique opportunity to develop 'Graphene City', bringing together world-leading science with business to create jobs and growth.

- our globally-competitive manufacturing sector, with niche strengths in advanced materials; textiles; chemicals; and food & drink. Greater Manchester's small-medium sized manufacturers also play critical roles in national and global supply chains.
- our vibrant digital sector, which through assets such as MediaCityUK, the Farr Institute, CityVerve, Jodrell Bank, Hartree Centre, and the associated tech cluster, make Greater Manchester the UK's second digital hub.
- our cultural and sporting economy, underpinned by national assets such as theatre at the Lowry and The Royal Exchange, galleries at Manchester Art Gallery and the Whitworth, our world renowned music scene, new, original works at the Manchester International Festival and Factory, the Halle orchestra, globally leading football and rugby league clubs, and world-class sporting facilities for cycling, cricket, and swimming.
- our well-developed local and strategic transport networks. The region has excellent air, road, rail and water connectivity, with Metrolink being the UK's most successful light rail network. Manchester Airport now serves over 200 destinations, more than any other UK airport.
- our dynamic regional centre, which has fuelled jobs growth in public and private sector service industries in recent years, and our town and district centres which are increasingly important for jobs and homes across the conurbation.
- our highly trained workforce which includes one of the largest graduate pools in Europe, a strong concentration of STEM graduates and postgraduates, and a long and successful history of entrepreneurship and enterprise

3.18 This evidence has recently been strengthened by the Independent Prosperity Review which informs the development of the GM Local Industrial Strategy. The IPR was led by a panel of leading economic experts to undertake a detailed and rigorous assessment of the current state, and future potential, of Greater Manchester's economy. Ten years on from the path-breaking MIER, it provides a fresh understanding of what needs to be done to improve productivity and drive prosperity across the city-region.

3.19 The GMS is structured around an Outcomes Framework which provides a set of headline measures and 2020 targets for each of the strategy's 10 priorities, alongside a broader set of performance measures.

3.20 The GMS is accompanied by a clear Implementation Plan, which sets out actions and milestones up to 2020 to deliver the ambitions set out in the GMS. Performance against the milestones and progress towards the 2020 targets is reported on a six monthly basis to the LEP Board, GMCA Board, and GM Overview and Scrutiny Committees and milestones are updated accordingly.

3.21 The priorities of the GMS will inform the development of future GM strategies, particularly the Local Industrial Strategy which will reflect the main themes of the national Industrial Strategy, but also take a place-based approach that builds on the area's unique strengths and ensures all people in Greater Manchester can contribute to, and benefit from, enhanced productivity, earnings and economic growth. This is expected to be published in June 2019.

4 Single Pot

- 4.1 A key element of GM's devolution journey was the creation of the GM Single Pot, contained within the March 2016 Devolution Deal. The Single Pot provides GM with greater flexibility to redirect funding across policy themes and projects in order to best meet the needs of the GM economy whilst maintaining transparency and accountability.
- 4.2 It was agreed that the Single Pot would exist from 2016/17 to 2020/21 and would include money from the following funding streams:
- Earn Back
 - Local Growth Fund (LGF)
 - Devolved Transport grants
- 4.3 As a result of the Greater Manchester City Deal announced in 2012, Greater Manchester has financial powers to '**Earn Back**' a greater proportion of the additional tax revenue that will be generated as a result of additional local investment in infrastructure. A revised Earn back deal was agreed as part of the November 2014 devolution agreement giving GM more control and certainty over the future funding stream.
- 4.4 The **Local Growth Fund** brings together allocations from three rounds of Growth Deal allocations following the initial Growth and Reform plan, providing investment to support the delivery of the GMS vision through a twin track approach of driving economic growth and reforming the delivery of public services. Allocations were made in July 2014, January 2015 and November 2016. Projected impacts from investments are expected to include up to 6,250 jobs across GM and the leveraging in of an additional £210m in additional public and private sector investment.
- 4.5 The **Devolved Transport** grants includes a range of funding supporting a number of mainstream transport programmes
- 4.6 GMCA will assume responsibility for **Adult Education Budget (AEB)** from August 2019 when it will be included in the Single Pot. Devolution of AEB will support high quality adult education across the city-region from the 2019/20 academic year.
- 4.7 It should be noted that both LGF and Earn Back were originally awarded to GM commencing in 2015/16. From 2016/17 onwards, the remaining funding was brought together within the Single Pot. The devolved transport grant is an ongoing funding stream which has also been included in the Single Pot.
- 4.8 This document establishes an Assurance Framework which the GMCA and LEP will follow in relation to decision making on Single Pot investments for the City Region. GMCA will be the Accountable Body for the Single Pot and approves all funding decisions for funds within the Single Pot.
- 4.9 However, given this is a joint Single Pot Assurance Framework, it is important to note that the procedures outlined primarily set out the assurance procedures for the Local Growth Fund which is overseen by both GM LEP and GMCA.

- 4.10 As set out in GM's LEP original proposal to government, GMCA has the primary responsibility for prioritising funding decisions as the democratically accountable body with the GM LEP bringing a strong private sector input to decisions.
- 4.11 In terms of the remaining Single Pot funds, the capital element of Earn Back funding has been to date allocated to the extension of the Metrolink to Trafford Park and the SEMMMS A6 to Manchester Airport Relief Road. Revenue funds from Earnback have been allocated to preliminary strategic planning exploring the potential of bus service reform. However, control of Earn Back spending became a Mayoral function following the election of the GM Mayor in May 2017 and future allocations will be decided by the Mayor supported by a best practice approach to business case development and delivery in line with the principles at sections 9 and 10 below.
- 4.12 Similarly, allocation of Devolved Transport funds will follow the procedures specified by the particular requirements of each individual funding stream.
- 4.13 AEB funding is due to be devolved to Greater Manchester later in 2019 and will be covered by separate arrangements as set out in Annex C to the [national local growth assurance framework](#)

5 Structure and Roles

- 5.2 GMCA and GM LEP form an integrated partnership underpinned by the shared vision set out in the GMS, providing an effective model of governance and decision making.
- 5.3 GMCA and LEP are supported by a dedicated GM Executive Team, which provides the day-to-day support on policy development, commissioning, project development, project appraisal, programme management, and meeting administration. The Team works closely with Leaders, Chief Executives and officers from the member authorities and partners to fulfil these functions.
- 5.4 TfGM is the key delivery partner responsible for the delivery, oversight and monitoring arrangements of transport projects funded through the Single Pot.
- 5.5 GMCA has sought, and annually will seek, assurances from TfGM that their governance and assurance systems comply with requirements of the national local growth assurance framework.
- 5.6 The GM Audit and Scrutiny Committees provide essential oversight of the functions of the GMCA and LEP - see below for further detail.
- 5.7 At present all Single Pot schemes are appraised, then considered by the Chief Executives' Investment Group before recommending for approval or otherwise to CA/LEP. However, we are currently reviewing our governance structures with a view to introducing a series of delivery boards to oversee delivery in key thematic areas. The Assurance Framework will be updated once these arrangements are finalised.

6 Greater Manchester Combined Authority

Functions and Role

- 6.2 GMCA and the Mayor of Greater Manchester are together responsible for the core decision making and a range of functions across the city region as set out in the [constitution](#).
- 6.3 GMCA covers the area of the 10 metropolitan district councils in Greater Manchester which are referred to as its constituent councils.
- 6.4 When the GMCA was established in April 2011, its functions were limited to transport, economic development and regeneration. Subsequent orders and enactments have expanded the GMCA's responsibilities which can now be grouped under the following broad headings:
- Transport
 - Economic Development, Housing and Regeneration
 - Education Skills and Training
 - Police and Crime
 - Fire and Rescue
 - Waste
- 6.5 The Devolution Act also made provision for there to be a mayor for the area of a combined authority and also provision for the Mayor to exercise the functions of the Police and Crime Commissioner.
- 6.6 All functions conferred on the GMCA by any enactment are functions of the GMCA, but an order or other enactment may provide that certain functions are exercisable only by the Mayor. The main mayoral functions are:
- Police and Crime Commissioner functions
 - Fire and Rescue functions
 - Preparation of spatial development strategy (but needs approval of all 10 other GMCA members)
 - Preparation of local transport plan and policies (but needs approval of at least 7 other GMCA members)
 - Designation of mayoral development areas (but needs consent of GMCA member(s) for area concerned)
 - Approval of Compulsory Purchase Orders (but needs consent of GMCA member(s) for area concerned)
 - Control of Earn Back monies
 - Bus services are a Mayoral function by virtue of the recent Transport Order

Membership

- 6.7 GMCA membership comprises the Leader of each of its constituent councils along with the Mayor as the eleventh member and Chair. Membership of the GMCA is confirmed once a year at the GMCA meeting in June.
- 6.8 The Mayor has appointed Sir Richard Leese as Deputy Mayor with responsibility for business and economic issues who may act in place of the Mayor if the Mayor is unable to act.

6.9 The Mayor has also appointed Baroness Beverley Hughes as Deputy Mayor with responsibility policing and crime. The remaining Leaders holds a specific portfolio with responsibility for a key GM priority.

6.10 The current membership of the GMCA is as follows. It should be noted that each district also nominates a substitute member who can vote in GMCA meetings.

GMCA Membership 2019-20

District	Member	Substitute Member
Greater Manchester	Mayor Andy Burnham (Chair)	N/A
Bolton	David Greenhalgh	Martin Cox
Bury	Rishi Shori	Andrea Simpson
Manchester	Sir Richard Leese	Sue Murphy
Oldham	Sean Fielding	Arooj Shah
Rochdale	Allan Brett	Sara Rowbotham
Salford	Paul Dennett	John Merry
Stockport	Elise Wilson	Tom McGee
Tameside	Brenda Warrington	Bill FairFoull
Trafford	Andrew Western	Catherine Hynes
Wigan	David Molyneux	Keith Cuncliffe

GMCA Decision Making and Meetings

6.11 Decisions of the GMCA are made in accordance with the following principles:

- a. Proportionality (meaning the action must be proportionate to the results achieved)
- b. Due consultation (including taking the relevant legal advice)
- c. Respect for human rights
- d. Presumption in favour of openness
- e. Clarity of aims and desired outcomes
- f. Due consideration to be given to alternative options

6.12 All GMCA meetings are held in public except items which are commercially sensitive which are dealt with following the procedure set out in the GMCA constitution.

6.13 GMCA meeting dates/venues, agendas, reports and minutes are published on the GMCA websites at least 5 working days before each meeting with any Key Decisions published within 2 working days of the meeting.

Accountable Body

6.14 GMCA is the Accountable Body for all funding contained in the Single Pot and for the GM LEP. GMCA will hold the Single Pot funding and make payments to delivery bodies. It will provide programme management to account for each of these funding elements and ensure that investment impact can be assessed.

6.15 As the Accountable Body GMCA and the Mayor will also be responsible for the following:

- Ensure that value for money is achieved;
- Working with the GM LEP to identify a prioritised list of investments within the available budget and in accordance with GM's strategic priorities as expressed through the GMS;
- Making decisions on schemes funded by Earnback, AEB or Transport Grant, and for Local Growth Funded schemes make decisions based on the recommendations of the GM LEP. This will include individual scheme approvals, investment decision making and release of funding, including scrutiny of individual scheme business cases;
- Monitoring the progress of scheme delivery and spend;
- Actively managing the devolved budget and programme to respond to changed circumstances (scheme slippage, scheme alteration, cost increases etc.)
- Agreeing appropriate grant agreements for Single Pot funds. To date all Single Pot funds which have been allocated to non-GMCA delivery bodies have done so via grants with agreements in place to ensure effective oversight and performance management. If in future funds are allocated other than by grant, appropriate procedures will be drawn up to ensure similar oversight and scrutiny.
- Recovering non-compliant funding. All LGF funds are allocated via grants which specify how funds will be recovered in the event of non-compliance. The remaining Single Pot funds will follow the procedures set out by the Government department responsible for each funding stream.

Delegated Authority

6.16 In line with GMCA's role as accountable body, a scheme of delegation is set out in the GMCA constitution which outlines the responsibilities of Transport for Greater Manchester (Constitution Part 3 section E) and of officers within the Scheme of Delegation to Chief Officers and Schedule of Proper Officers (Constitution Part 3 section F) – see below for detailed role of the Executive Team

GM Scrutiny and Audit Committees

6.17 Greater Manchester recognises that its ways of working and formal governance need to support transparent and publicly accountable decision making. Effective Scrutiny is even more important in the light of the new powers that devolution brings.

6.18 An effective scrutiny function is a key part of this decision-making process. The GMCA has established three thematic overview and scrutiny committees. The overarching purpose of these new structures is to improve the quality of decisions made by the GMCA and the elected Mayor.

6.19 The committees will do this by reviewing the work and decisions of the GMCA and the elected Mayor and by acting as a critical friend in the development of policy and new work streams. As the LEP and GMCA share a common strategy, delivery of LEP priorities falls within the scope of scrutiny oversight.

6.20 All GM's scrutiny committee meetings are live streamed on the GMCA website. The three committees are:

- Corporate Issues and Reform (GMCA as a corporate entity & public sector reform)
- Economy, Business Growth and Skills
- Housing, Planning and Environment (including transport and regeneration)

6.21 All funding streams in the Single Pot are subject to the GMCA's scrutiny and overview processes which includes internal and external audit processes. GMCA's Audit Committee provides high level public accountability and challenge with a strategic remit over the following areas of work:

- Approval of accounts
- Governance, risk and control
- Internal Audit
- External Audit
- Financial Reporting

6.22 In addition, the GMCA Finance Team maintain a central register of grants received which records details of funding, payments and spending and includes a section on grant conditions and certification requirements. This provides the GMCA's audit team with a high level overview of all economic development and regeneration grants and assists with the identification of funding streams and/or projects on which to focus audit resource.

6.23 GMCA's Finance and Audit teams are currently working to streamline, consolidate and better align internal audit processes across delivery partners.

GMCA Executive Team

6.24 The LEP Board is supported by a shared secretariat with GMCA, allowing the joint access to the comprehensive GM evidence base, as well as support to take forwards initiatives to support the delivery of areas identified as shared GMS priorities.

6.25 The GM Executive Team leads the secretariat and brings together key officers and partners in a variety of forums to support governance, strategy and delivery arrangements.

GMCA appoints three Statutory Officers with a formal role of discharging the duties and obligations on their behalf. The roles are defined in the constitution but briefly comprise:

- **Head of Paid Service** – The GMCA Chief Executive fulfils the role of the Head of Paid Service. The Head of Paid Service discharges the functions in relation to the Combined Authority as set out in section 4, Local Government and Housing Act 1989 and act as the principal advisor to the LEP. NB: The current Chief Executive Eamonn Boylan is simultaneously Chief Executive of TfGM.
- **Section 73 Officer** – The GMCA Treasurer fulfils the role of Section 73 Officer in accordance with the Local Government Act 1985 to administer the financial affairs of the Combined Authority and LEP.
- **Monitoring Officer** – The Monitoring Officer fulfils their role in accordance with the Local Government Act 1972 to administer the Legal duties of the Combined Authority and LEP.

6.26 The statutory officers of the GMCA ensure that both the GMCA and the GM LEP's business and decisions are managed in line with local government legislation concerning finance, conduct and legal matters. They ensure:

- that the decisions and activities of the GMCA and GM LEP conform with legal requirements with regard to equalities, environmental, compliance with State Aid rules, procurement of services.
- that GMCA and the GM LEP's funds are used appropriately (through GM's Section 73 Officer)
- that the provisions of the GMCA Single Pot Assurance Framework and GM LEP's assurance framework are being adhered to.
- that an official record of GMCA and GM LEP proceedings are maintained. All relevant documents relating to these decisions are held by the GMIST team;
- that the GMCA and GM LEP's funding is subject to internal and external audit requirements and any other local government funding.

7 GM Local Enterprise Partnership

- 7.1 The GM LEP sits at the heart of GM's governance arrangements, ensuring that business leaders are empowered to set the strategic course, determine local economic priorities and drive growth and job creation within the city region.
- 7.2 It is a private-sector led, voluntary partnership whose core function is to provide strategic leadership (alongside the GMCA) to deliver the region's strategic ambitions. As a voluntary partnership, the GM LEP cannot contract, procure services or employ staff and therefore uses the GMCA as its Accountable Body.
- 7.3 The Board is supported by a shared secretariat with GMCA, allowing the LEP access to the comprehensive GM evidence base, as well as support to take forwards initiatives to support the delivery of areas identified by the LEP Board as priorities.
- 7.4 This approach allows the LEP to engage with a variety of political and statutory partners at the level of both strategy and delivery including Government departments, GMCA, individual Local Authorities, universities and TfGM. Further details on the role of GMCA and key officers is set out below.
- 7.5 The LEP Board contributes, informs and provides supportive challenge to Greater Manchester's strategic work through membership of project teams, partnerships and events. These projects represent key partnerships between the LEP and the public, private and voluntary sectors.

LEP Membership

- 7.6 The LEP consists of 15 Board members; 11 private sector members and 4 GMCA members (which includes the Mayor and Deputy Mayor for Business and the Economy alongside two GMCA representatives). The Board is also supported by two ex-officio members who provide additional insight and expertise but do not have voting rights.
- 7.7 Private sector members of the GM LEP are appointed (as laid out in its terms of reference) via an open and transparent recruitment process, overseen by the Chair of the GM LEP and representatives of the GMCA. Private sector terms of office are for two years and then reviewed. The most recent review of private sector members was concluded early in the financial year 2019-20 – see Annex A/B for the role descriptions.
- 7.8 This regular refresh of the Board membership allows for effective succession planning ensuring the Board continues to reflect the breadth of industrial sectors on its Board as well as represents the diversity of Greater Manchester's people. In the event of a member resigning from the Board, the vacancy will be filled in the next membership review or by appointment of a suitable candidate from the previous review at the discretion of the Chair.
- 7.9 It should be noted that all LEP Board roles are non-remunerated and no LEP member, Chair or Deputy Chair receives a salary for their participation on the LEP Board.
- 7.10 The Board is chaired by a private sector member with the current membership set out below. A Deputy Chair was appointed following the most recent membership review concluded in Summer 2019.

- 7.11 In line with national guidance, the Chair and Deputy Chair’s term of office is defined as 3 years with an optional extension of 3 years with a further exceptional period of 3 years if agreed by the Board.
- 7.12 Given the term of office for all GM LEP private sector members is 2 years, it should be noted that completion of the Chair or Deputy Chair’s full term of office is subject to confirmation of their ongoing LEP Board membership as part of the biennial review highlighted above e.g. the Chair/Deputy Chair may stand down or be replaced prior to the completion of their 3 year term or continue in their role until completion dependent on the outcome of the membership review.

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

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

	Member	Business/Role
Ex-Officio Member	Iwan Griffiths	PWC
	Vanda Murray	Non-Executive Director (Diversity Champion)

LEP Decision Making and Meetings

- 7.13 All LEP Board meetings are held in public except items which are commercially sensitive with the LEP following GMCA's established approach to handling confidential and exempt information as set out in the GMCA constitution
- 7.14 LEP Board meeting dates/venues, agendas, reports and minutes are published on both the GMCA and LEP websites at least 5 working days before each meeting with minutes available 5 working days after the meeting.
- 7.15 The GM LEP's Terms of Reference identifies the quorum of 7 members with at least one GMCA representative.
- 7.16 GM's unique model of integrated governance means that LEP Board receives regular updates and reports from a range of agencies in delivering GMS priorities. When these reports include an application for LGF funding, the following elements will be included where to ensure the LEP Board is fully informed when making decisions on funding:
- The application made for funding
 - An appraisal of the application
 - A view by a legal expert where applicable
 - A recommendation as to whether to fund the proposal
 - A recommendation about conditions which should be attached to the proposal
- 7.17 This supports the commitment from all LEP Board members to make decisions on merit having taken into account all the relevant information available at the time.
- 7.18 In order to ensure that the LEP is able to progress its business in an efficient manner the Board can progress its business by making decisions via email and to delegate decision making when expedient.
- 7.19 Decisions of the GM LEP are reported promptly, via a copy of the draft minutes, to the next GMCA meeting following the GM LEP.
- 7.20 GM will build on this open approach by holding a LEP Annual General Meeting once a year beginning in Summer 2019.

Delivery

- 7.21 Delivery on LEP priorities is not just through strategic input and oversight but driving project delivery with public, private and voluntary sector partners. The LEP works on a range of projects to realise its ambitions and some highlights include supporting the Business Growth Hub; establishing two Enterprise Zones; securing the £10m City Verve project; and supporting the Working Well project that helps benefit claimants find employment by providing them integrated and intensive support.

7.22 Beyond delivery within Greater Manchester, the LEP works in partnership at sub-regional, regional and national level for the benefit of the city region. In particular, GM LEP is an active member of the national LEP Network and is committed to further partnership working across the Network in future. GM LEP is also a founder member of NP11, bringing together the 11 Northern LEPs to tackle boost productivity, overcome regional disparities in economic growth and tackle the historic north-south divide.

Diversity

7.23 GM LEP welcomed the recommendations in the Ministerial Review of LEPs – Strengthened Local Enterprise Partnerships – to improve the gender balance and representation of those with protected characteristics on LEP boards with an aim that women make up at least one third of boards by 2020 with an expectation for equal representation by 2023, and ensuring all boards are representative of the businesses and communities they serve.

7.24 GM LEP recognises that it works on behalf of all the people of Greater Manchester and recognises that different people bring different ideas, knowledge and perspectives. As part of this commitment, GM LEP bi-annually refreshes its board membership to ensure it reflects the breadth of industrial sectors on its Board as well as represents the diversity of Greater Manchester’s people.

7.25 GM LEP currently has 40% female/male balance and improved the representation from BME groups in the most recent membership review for the 2017-19 Board.

7.26 Further, a Diversity Champion was appointed following the most recent membership review concluded in Summer 2019.

SME Representative

7.27 As part of the bi-annual review of private sector members the GM LEP ensures that at least one board member should act as a representative of the SME community, engaging with the views of small and medium sized businesses and stakeholders.

7.28 The SME representative will act as the voice for SMEs on the LEP, championing those issues which affect small and medium sized businesses. The role will involve meeting regularly with bodies representing the wider SME community and providing strategic oversight through the LEP to ensure that any support delivered reflects the needs of SMEs locally.

Annual Delivery Plan

7.29 In line with the requirements of the recent LEP Review, GM LEP will develop a LEP Annual Delivery Plan which will set out the actions (drawn from the GMS and the GM Local Industrial Strategy) which have been identified as LEP Board priorities.

7.30 An end of year report will be produced which will reflect progress made against these priorities represented by the relevant outcomes as set out in the GMS Performance Dashboard.

8 Transparency and Accountability

8.1 GM is fully committed to transparency and accountability and we have been happy to comply with the recent Ney and Ministerial LEP Review (Strengthened Local Enterprise Partnerships) recommendations which strengthen this approach.

8.2 Beyond the details of LEP Board meetings outlined above, the LEP Board has adopted the following key operating principles.

Code of Conduct

8.3 All GMCA and LEP members are expected to abide by the Nolan Principles for Standards in Public Life including selflessness, integrity, objectivity, accountability, openness, honesty and leadership in conduct at all times.

8.4 All LEP Board members have therefore signed up to the Code of Conduct reflecting these principles and commit to carry out their LEP duties in line with them

Freedom of Information

8.5 The GMCA is legally required to respond to any freedom of information and environment information requests. In the interests of transparency, the GM LEP has also elected to do so.

Conflict of Interest

8.6 All LEP Board members, as well as the GMCA/TfGM Chief Executive, must declare any personal or prejudicial interests relating to LEP agenda items at the beginning of each GM LEP meeting as set out in the LEP's terms of reference. Each LEP member and GMCA/TfGM Chief Executive must also complete a Register of Interest which is published on the LEP website and refreshed biannually.

Gifts, Hospitality and Expenses

8.7 A register of gifts, hospitality and expenses will be established and published online for all LEP Board members to be updated quarterly. In line with the GMCA constitution, this will cover all expenses provided to any private sector member of the Board along with any gifts and hospitality of a cumulative estimated value of at least £100 from a single source. Public sector members maintain their own register as part of their substantive roles as Greater Manchester Leaders.

Dispute Resolution

8.8 In the event that the GMCA and the LEP are unable to reach agreement about a LEP decision, a panel will meet to formally consider the matter. The panel will comprise three people: the Chair of the LEP; GMCA's Section 73 Officer and an independent person.

Complaints Policy

8.9 The GMCA's complaints policy covers the GM LEP. The policy sets out how GM is committed to providing quality customer service and how it will deal with any complaints. It aims to:

- Deal with complaints quickly and fairly
- Inform complainants what is happening with their complaint and do everything we can to help them
- Do our best to treat the information in confidence
- Explain our decision
- We will use complaints to review and improve the way we provide services.

Whistleblowing Policy

8.10 The GM Whistleblowing Policy extends to both GMCA and GM LEP and is a vital element of our governance arrangements. It is designed to allow those employed by the GMCA and/or members of the public to come forward and raise both disclosures and serious allegations of wrongdoing involving the actions of GMCA employees, Members, contractors or any aspect of the GMCA's activities.

Publication of Financial Information

8.11 The GMCA's financial arrangements are bound by the Local Government Transparency Code including all funding awarded to the GMLEP, as it is a voluntary partnership it cannot contract, procure services or employ staff. The mandatory quarterly publications of relevance to this assurance framework include:

- Expenditure exceeding £500
- Procurement spend over £5,000 and invitations to tender for contracts over £5,000

8.12 Further, the GMCA produces Annual Accounts which, following the recommendations of the LEP Review, will specifically highlight LEP spend to reflect the need for an Annual Financial Statement. All this financial information is available on the GMCA and LEP websites

Data Protection

8.13 GMCA has developed appropriate procedures which also cover the LEP to ensure it complies with the requirements on data handling as set out in the National Local Growth Assurance Framework in line with the Data Protection Act 1998, the General Data Protection Regulations (GDPR) and the Data Protection Act 2018.

Member Induction

8.14 New members of the LEP Board are invited to an induction setting out the key powers, responsibilities and procedures of their respective groups, ensuring that they can make best use of their skills and expertise in driving the strategic GM agenda.

LEP Website

8.15 The LEP website provides information on the LEP, the Board, strategic ambitions, news, meetings and papers, projects and procedures.

8.16 The LEP website highlights our strategic ambitions for the city region and our key priorities as set out in the GM Strategy. We have also set out where people can see how we are delivering on that vision through the GMCA and partners along with information on LEP priority projects.

8.17 The website also hosts a news service providing updates on GM private sector priorities and GM LEP's role in driving economic growth and public service reform across the city region.

8.18 The key LEP documents are available to download or as links to the relevant pages of the GMCA website including:

- LEP Terms of Reference
- The GM Single Pot Assurance Framework
- Financial information including the annual accounts and annual financial statement.
- The LEP Delivery Plan and End of Year Report
- All LEP Board meeting agendas, papers and minutes.

- The Annual Assurance statement from the leadership of the LEP.
- The LEP's Code of Conduct.
- Board Member's registers of interest and the register of the Chief Executive Officer.
- The LEP hospitality and expenses register.
- Complaints Policy
- Whistleblowing Policy
- SME Champion
- A rolling schedule of projects, outlining a brief description of the project, names of key recipients of funds/contracts and amounts of funds designated by year.
- Information on the process for applying for funding

Branding

8.19 The LEP has committed to meeting the Government's branding guidelines for projects

9 Single Pot Funding Governance – Non Transport projects

GM Evidence Base

9.1 A distinctive feature of Greater Manchester’s approach has been its commitment to developing a robust evidence base to inform its policy interventions and decision making.

9.2 Key aspects of GM's strategic approach to evidence include:

- The Manchester Independent Economic Review (MIER): a comprehensive appraisal of the opportunities and challenges faced by Greater Manchester – the first such assessment to be carried out in the UK at city region level;
- Development of the Greater Manchester Strategy evidence base and its subsequent iterations
- Development of the Growth and Reform Plan to underpin our initial Growth Deal submission setting out Greater Manchester assets and opportunities in Life Sciences, further education facilities, public transport and business support services
- The Greater Manchester Forecasting Model providing consistent, sophisticated and robust information on the current and likely economic performance
- The Science and Innovation Audit which identified our area’s core strengths in health innovation and advanced materials, along with our fast growth opportunities which focused on the future potential of digital, energy, and industrial biotechnology.
- Transport 2040 Strategy included analysis of the thematic drivers of transport demand including economy and employment; society and community; urban development; environment and resources; and technology and innovation.
- The Independent Prosperity Review which informs the development of the GM Local Industrial Strategy. The IPR was led by a panel of leading economic experts to undertake a detailed and rigorous assessment of the current state, and future potential, of Greater Manchester’s economy. Ten years on from the groundbreaking MIER, it provides a fresh understanding of what needs to be done to improve productivity and drive prosperity across the city-region.

9.3 This evidence base underpins the principles of GM’s Investment Strategy by aligning GM funding streams to achieve the outcomes set out in the Greater Manchester Strategy, particularly through targeted investment in business support, transport infrastructure, skills provision, science and innovation and more.

9.4 This comprehensive approach to GM investment applies to funds both within Single Pot as well as funds such as Growing Places, Regional Growth, Enterprise Zones and GM Loans Funds.

9.5 For the purposes of this Assurance Framework, the following section sets out how this approach is applied to business case development, governance and value for money procedures.

Business Case and Governance Procedure

9.6 In accordance with GMCA/LEP’s submission to Government, LGF funded projects are broadly divided the LGF into 3 ‘pots’ – Transport, Skills Capital and Other Economic Development. All projects will follow the same overarching business case and governance process. The detail of assessment for all project themes will include specific methodologies as outlined below to meet departmental requirements. Other specific methodologies may be necessary for discrete elements of the overall programme.

- 9.7 GM is using Single Pot funding for two types of projects: those where the overall project is fully defined and the funding is part paying for a complete scheme – full projects; and those where Single Pot funding is being used as ‘development/seed capital’ to further develop a project to full project status.
- 9.8 All full project proposals have a business case and business plan developed using techniques informed by HM Treasury Green Book, and are subject to a full Green Book appraisal. For all projects there is a clear assessment of their strategic fit and, once this has been decided, an assessment is made of the economic, commercial, financial and management case for the project to ensure good use of public money, value for money and that all projects are seeking the minimum funding required to make them viable.
- 9.9 This process provides the GMCA and LEP with assurance that the project is delivering public value in spending decisions, in terms of its scoping, options selection, delivery, monitoring and evaluation. Business cases are developed iteratively over time with project/scheme promoters to develop a complete picture of the project under in of the five cases, namely:
- The Strategic Case
 - The Economic Case
 - The Commercial Case
 - The Financial Case
 - The Management Case
- 9.10 The assessment undertaken will be proportionate to the funding allocated and in line with the established departmental guidance, as set out by HM Government. Strategic, outline and full business cases will be required from scheme promoters, to fit with the three stages of approvals, namely:
- Gateway 1: Strategic Outline Business Case for Prioritisation
 - Gateway 2: Outline Business Case for Programme Entry
 - Gateway 3: Full Business Case for Full Approval
- 9.11 These stages will follow the HM Treasury Green Book guidance, i.e.:

Strategic Outline Case (SOC)-the scoping stage.

The purpose of the SOC is to confirm the strategic context of the proposal; to make a robust case for change; and to provide stakeholders and customers with an early indication of the proposed way forward (but not yet the preferred option), having identified and undertaken SWOT analysis (Strengths Weaknesses Opportunities Threats) on a wide range of available options, together with indicative costs.

Outline Business Case (OBC) -the detailed planning phase.

The purpose of the OBC is to revisit the SOC in more detail and to identify a preferred option which demonstrably optimises Value for Money. It also sets out the likely Deal; demonstrates its affordability; and details the supporting Procurement Strategy, together with management arrangements for the successful rollout of the Scheme. Crucially, it sets out the process of going from a long list of options to a short list of options (including the ‘do nothing’, ‘do minimum’ and ‘do something’ scenario).

Full Business Case (FBC) - detailed final phase.

This takes place within the procurement phase of the project, following detailed negotiations with potential service providers/suppliers prior to the formal signing of contracts and the procurement of goods and services. The purpose of the FBC is to revisit the OBC and record the findings of the subsequent procurement activities; together with the recommendation for an affordable solution which continues to optimise value for money, and detailed arrangements for the successful delivery of required goods and implementation of services from the recommended supplier/s. This stage will also build on the economic case where necessary, fine-tuning the appraisal and using the latest evidence base.

- 9.12 Depending upon the development stage of particular schemes, the Outline Business Case and Full Business Case may be undertaken jointly as a single stage.
- 9.13 Value for Money will be assessed at a high level at Strategic Outline Business Case stage, with full assessment at Outline Business Case stage. At Full Business Case, promoters will be expected to review and refine the agreed Value for Money statement from the Outline Business Case to confirm the programme is still worthwhile. Details of the methodologies used to calculate value for money for transport and other economic development and regeneration schemes are outlined below.
- 9.14 At each of the three Gateways, the “5 cases” will be scrutinised by GMCA officers and suitably experienced independent advisors where appropriate. Governance for the Gateway process will be the Chief Executives Investment Group, which will make recommendations to the GMCA and GM LEP for final sign off.
- 9.15 For projects which are seeking ‘development/seed capital funding’ the key assessment is the strategic fit and the impact of the potential full project. The risk and Value for Money assessment will focus more heavily on the likelihood that the project will deliver the desired longer term outcomes and outputs rather than the costs of the project. However, the assessment process will be rigorous to ensure that the Single Pot funding being awarded is:
- the minimum needed to ensure the development work proceeds; and
 - the likelihood that the full project will proceed if this development money is committed, including the potential future funding sources for the full project.
- 9.16 When the Greater Manchester Single Pot was initially set up, there were a number of schemes that already had passed through Gateway 1, and were subsequently appraised and approved at Outline Business Case and Full Business Case stages (Gateways 2 and 3). Some funding pots within the Single Pot, e.g. for Skills Capital have been prioritised and allocated using a call for projects approach.
- 9.17 It is intended that any future funding streams which are included within the Single Pot will also be open to suggestion of candidate projects from partners within the public and private sectors. All candidate schemes will be appraised and prioritised at high level by officers from GMCA and a sub group of the GMCA’s Wider Leadership Team, the Chief Executives’ Investment Group. These officers will not have been involved in scheme development and therefore can provide a consistent and independent view. Those projects which are deemed to be high priority and deliverable will then produce a Strategic Outline Case and be recommended to the GMCA and the GM LEP for Gateway 1 approval. A Value for Money assessment will always be made available as part of the assessment process.

Business Case Development

9.18 There is a clear allocation of tasks to assess a project's business case. The GMCA's research and evaluation team will assess the strategic and economic case of a project while the GMCA's Core Investment Team assess the financial, commercial and management aspects of a project including a value for money assessment and due diligence.

9.19 Projects and funding requests are prioritised on the basis of their contribution to the Greater Manchester Strategy. The assessment of individual projects incorporates an appraisal by the GM Core Investment Team and a review by a sub-group of chief executives. Prioritisation will occur (using the principles of Treasury Green Book Guidance) through the development of a strategic outline case which confirms the strategic context of the proposal, and then to outline business case, which demonstrably optimises the Value for Money of the proposed project under consideration. All items presented to the GMCA and GM LEP will have been screened to ensure that any recommendations are compliant both with grant conditions and the Combined Authority's financial regulations.

9.20 Business cases will be assessed for each section of the 5 case model (strategic, economic, financial, commercial and management). The following factors will be considered during this assessment:

- Impact
- Strategic Fit (with the Greater Manchester Strategy and any other GMCA thematic strategies)
- Scale
- Investment Leverage
- Jobs
- Brownfield/Greenfield
- Accessibility
- Match to Funding
- Deliverability/Timescale
- Viability
- Value for money
- Deliverability
- Time to Market

9.21 GMCA will use national guidance (Green Book and relevant departmental guidance where appropriate) for project appraisal. GMCA may also use local methodologies for this purpose and will present these alongside national approaches for decision-makers to see when deciding in which projects to invest. The approach for Value for Money Assessment will be to use the methodology developed by the GMCA and incorporated as supplementary guidance to the HM Treasury Green Book in April 2014.¹ The analysis will take into account standard approaches to assessing additionality, including deadweight, displacement, leakage and substitution as appropriate for each scheme.

Value for Money

9.22 GM will ensure that an appropriate assessment of investments made through the Single Pot is undertaken to ensure Value for Money. The GMCA is covered by the Code of Audit Practice

¹ <https://www.gov.uk/government/publications/supporting-public-service-transformation-cost-benefit-analysis-guidance-for-local-partnerships>

2010 (the Code) which describes GMCA's responsibilities to put in place proper arrangements to:

- secure economy, efficiency and effectiveness in its use of resources
- ensure proper stewardship and governance
- review regularly the adequacy and effectiveness of these arrangements.

9.23 GM, as required by the Code, will always take into account Value for Money when considering whether or not to approve a project or schemes. The GMCA's assessment process includes a Benefit to Cost Ratio (BCR) and an assessment of the non-monetised impacts of the project/scheme which produce an overall assessment of value for money.

9.24 GM will usually fund projects with high Value for Money. However, the GMCA may also choose to fund schemes with a lower value for money in exceptional circumstances if the project or scheme's strategic outline case sets out a compelling case. For instance, it will take into consideration broader strategic value of potential investment schemes, particularly with regard to their potential to deliver increased GVA, spread prosperity across GM, or deliver carbon and wider social benefits, in finally determining whether to approve a scheme. These decisions will be clearly explained and transparently recorded, with the CA taking a justified decision based on evidence provided throughout the whole business case.

Risk

9.25 The strategic financial risks relating to Single Pot funding are managed within the GMCA's risk management strategy. A corporate risk register is taken to each meeting of the Audit Committee.

Project Evaluation

9.26 The Growth Fund and Devolution Deal evaluations agreed with government identify clear processes for establishing baseline data prior to project commencement and an evaluation plan, setting out the range of benefits to be monitored and the methodology employed. In addition the GMCA and GM LEP will use external advice from partners such as the Department for Transport, the Ministry for Housing, Communities and Local Government, and the What Works Centre for Local Economic Growth coordinated through GM's evaluation team based in the GMCA research team.

9.27 The GMCA and GM LEP will ensure that learning is disseminated through the Growth Deal's management arrangements and is accessible to partners within GM and other key partners. Evaluation findings will also be reported in public through the GMCA's website and will be used to help inform future policy decisions.

10. Single Pot Funding Governance - Transport

Major Transport Schemes (over £5 million)

- 10.1 As stated above, a distinctive feature of Greater Manchester's approach has been its commitment to developing a robust evidence base to inform its policy interventions and decision making which applies equally to transport and non-transport projects.
- 10.2 For Major Schemes, gateway processes (which were originally created for the GM Transport Fund and GM Investment Framework) have been established and are followed by all schemes. These gateways follow the Office of Government Commerce (OGC) Gateway Process and examine programmes and projects at key decision points in their lifecycle. Progression through the gateways is mandatory and provides assurance that the scheme can move successfully to the next stage. The processes provide independent guidance to both GMCA / GM LEP and to the scheme promoting authority and help to ensure that the programmes and projects are successful.
- 10.3 Specific prioritisation arrangements apply in relation to transport schemes and these can be found at Annex C.
- 10.4 Key decision points in the gateway process are aligned with the DfT's Programme Entry and Full Approval stages. Scheme promoters/ promoting authorities are required to make submissions to an independent panel commissioned by TfGM and the schemes scrutinised against pre-determined criteria.
- 10.5 The independent panel is assembled for each assessment by TfGM Portfolio Office and combines TfGM and independent support partner expertise as required, to ensure suitable independence and best-practice in both transport and investment appraisal is maintained throughout. The TfGM Chief Executive Officer is the nominated officer for business case scrutiny and for making recommendations to the GMCA / GM LEP on transport project Single Pot investments.
- 10.6 All scheme proposals submitted by promoters must follow the key principles of the Transport Business Case guidance defined in DfT's TAG. For transport projects, as with other GM Single Pot schemes, GMCA will usually fund project with High Value for Money, however the GMCA may also choose to fund schemes with a lower value for money if the project or scheme's strategic outline case sets out a compelling case. For instance it will take into consideration broader strategic value of potential investment schemes, particularly with regard to their potential to deliver increased GVA, as well as carbon and wider social benefits, in finally determining whether to approve a scheme. These decisions will be clearly explained and transparently recorded, with the CA taking a justified decision based on evidence provided throughout the whole business case.
- 10.7 Guidance for promoters will be continually developed and agreed by GMCA's Transport Strategy Group on acceptable approaches and methodologies, and reflect proportionality relevant to the scheme type and scale of funding. This guidance will follow TAG and a Business Case Specification will be agreed between promoters and the GMCA in advance of submission to ensure consistency across schemes and efficient use of resources.
- 10.8 The guidance will also outline how the business case will be assessed, the procedures for providing and monitoring the response to feedback, and how information will be used by the GMCA to make final funding decisions.

10.9 Transport for Greater Manchester's website and/or the Local Authority scheme promoter's website are utilised to publicise business cases that are subject to final GMCA determination, with GMCA senior officers ensuring that a consistent approach is maintained to the publication of GMCA meeting papers.

Evaluation of Transport Schemes over £5m

10.10 All Single Pot funded major transport schemes will be subjected to post-implementation monitoring and evaluation as per procedures established by TfGM for all its GM Transport Fund major schemes. These procedures follow DfT best practice.

10.11 These procedures will require promoters to agreed clear objectives for the evaluation with the GMCA. These will be documented in an evaluation plan prior to project commencement along with processes for establishing baseline data, setting out the range of impacts to be monitored and the methodologies to be employed. This plan will be agreed as part of the Stage 2 Outline Business Case stage to ensure that resources are in place to deliver the agreed monitoring and evaluation.

10.12 Depending upon the evaluation objectives, an interim report will be produced based on data collected at about one year after the scheme is open and then a final report three to five years after opening. These reports will be independently validated and reviewed, and will be published on the GMCA website. The GMCA will work with the promoters to act on the evaluation findings to ensure knowledge is applied and examples of best practice adopted in future scheme submissions.

Minor Transport Schemes (under £5 million)

10.13 Once prioritised and given Programme Entry by GMCA, the business case development and approval of transport schemes of less than £5 million are delegated to the GM Transport Strategy Group (TSG) of senior officers. TSG performs the following roles and duties with respect to the minor works programme:

- ensuring value for money is achieved;
- scrutiny of package business cases;
- monitoring progress of package and programme delivery and spend; and
- approving changes to the programme, within the available budget.

10.14 Scheme promoters of transport schemes under £5 million are asked to submit a mini business case using a standard Minor Scheme pro-forma, which is similar in content to the one used by DfT for funding competitions. These submissions are reviewed by TfGM in discussion with promoters in a reduced form of the independent panel used for major schemes.

10.15 All scheme package proposals submitted by promoters must follow the key principles of the Transport Business Case guidance defined in WebTAG, namely the "5 Cases" (Strategic, Economic, Commercial, Financial and Management). As part of the Economic Case, all minor transport schemes have to demonstrate High VfM except under exceptional circumstances which is scrutinised by TfGM, and an overall VfM Statement signed off.

10.16 A report of the independent review by TfGM officers, including the VfM Statement is submitted to the GM Transport Strategy Group (TSG) for approval. Progress reporting on the minor transport scheme delivery is reported periodically to GMCA as part of the overall capital programme updates.

Evaluation of Transport Schemes under £5m

10.17 TSG wish to gain a strategic understanding of the benefits of packages costing over £100,000.

All schemes will include a monitoring and evaluation plan against appropriate agreed metrics and include evidence of baseline data to be used and a timescale for evaluating benefits

Five Year Gateway Review

10.17 Combined Authorities in receipt of investment funds (Earn Back/Gain Share) from Central Government as part of city deals will be subject to five-yearly Gateway Reviews to assess investment impact. For GM, the Earn Back funding is part of the Single Pot. GM has agreed with Government on a process for the first Gateway Review in 2020 consistent with the national framework. The 2020 Gateway will focus on the progress of the two significant schemes funded in part by Earn Back, namely the A6 Manchester Airport Relief Road (A6MARR) and the Trafford Park Metrolink extension. The A6MARR opened in 2018 and so the 2020 Gateway Review for Earn Back will include an assessment of the first year impact of the scheme.

ANNEX A
Greater Manchester Local Enterprise Partnership

Person Specification for Chair

LEP 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

Applicants must:

- 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

ANNEX B
Greater Manchester Local Enterprise Partnership

Person Specification for Member

LEP Member

Role:

- to actively contribute to the strategic direction and the purpose of the LEP
- to provide expertise and knowledge to enable the LEP to address the economic needs of Greater Manchester
- to be prepared to take the lead and provide strategic direction in areas in which they have particular skills, expertise and experience
- to attend all LEP meetings and other events as appropriate
- to comply with the Nolan Principles of standards in public life

Person Specification

Applicants must:

- 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 have credibility with the wider business community
- have experience of serving on groups or boards of senior executives
- be independently minded – providing detachment and clarity in the development of strategy and the identification of opportunities
- have ability to quickly understand and analyse and distil complex issues and to contribute to discussions about strategy
- have strong interpersonal and communication skills, be articulate and passionate and have an ability to influence and network
- have experience of working 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
- be someone who is willing to provide the time commitment to the LEP and who potentially sees the personal development opportunity provided by the appointment

ANNEX C

Prioritisation Principles for Transport Projects

For transport schemes an initial list of candidate schemes is identified by officers through the GMCA's Wider Leadership Team (WLT) and Transport Strategy Group (TSG). WLT comprises Council Chief Executives and the heads of other Greater Manchester organisations including TfGM. TSG has been in place since 2011 to give collective stewardship to the Greater Manchester Local Transport Plan. It is chaired by the Transport Strategy Director of TfGM and comprises strategic lead officers from TfGM, the ten Greater Manchester authorities, GMCA and key strategic partners and Highways England.

TSG oversees the generation of a prioritised list of projects. Building on the model initially adopted in 2009 to establish the Greater Manchester Transport Fund (GMTF), the Greater Manchester transport prioritisation process adopts a model similar to the DfT's EAST with clear Greater Manchester priorities, driven by the Greater Manchester Strategy's growth, sustainability and inclusion objectives. These objectives have been agreed by both GMCA and the GM LEP. This prioritisation process comprises three stages of review against:

- Deliverability
- Value for Money
- Strategic Fit

The deliverability assessment ensures that the proposed schemes can be delivered within the funding timescales in consideration. This involves a rigorous review and challenge of any planning powers/consents that may be required for the project to progress; construction issues involved; the certainty of third party funding; and consultation evidence on the public acceptability of the proposal.

The Value for Money assessment ensures that there is a robust economic case for the scheme to be supported by Single Pot funding. This follows DfT Transport Appraisal Guidance to generate a consistent presentation of the value for money based upon both a Benefit-Cost Ratio and upon an assessment of the non-monetised impacts for each scheme.

The strategic fit test is driven by the potential contribution of each scheme to the achievement of local objectives, as set out in the Greater Manchester Strategy. Schemes will be assessed for their GVA potential, alongside the carbon and social inclusion benefits that they offer. Priority will be given to schemes, which perform well against these criteria, and which also support Greater Manchester's spatial growth priorities

July 2019

**GREATER MANCHESTER LOCAL ENTERPRISE PARTNERSHIP
TERMS OF REFERENCE
& OPERATING GUIDELINES**

1. PURPOSE

- 1.1 Greater Manchester's approach to promoting local growth has been groundbreaking: public and private sector stakeholders have worked with a common purpose, to bring growth and prosperity to the conurbation's residents and businesses. Local Enterprise Partnerships are key to delivering the government's localism agenda.
- 1.2 Greater Manchester's Local Enterprise Partnership is a private-sector led, voluntary partnership whose core function is to provide strategic leadership (alongside the GM Combined Authority) to deliver the conurbation's growth ambitions. The Greater Manchester Strategy, the overarching strategy that provides the policy framework for growth and reform policies in the city region, sets out these ambitions. Together, the GM LEP and the GMCA provide a robust set of decision-making and governance structures for Greater Manchester.

2. KEY OBJECTIVES

- 2.1 The LEP will:
- i. Provide strategic leadership and drive progress in the delivery of the Greater Manchester Strategy and the GM Local Industrial Strategy (in partnership with the GMCA) ensuring that activities maintain a sharp focus on economic growth and driving productivity;
 - ii. Provide oversight of key strategic initiatives for example Greater Manchester's Growth Deals, and key funding streams awarded to the GM LEP including Growing Places, Regional Growth Fund (RGF), and the Local Growth Fund (LGF)¹;
 - iii. Develop excellent relationships with key private and public sector partners (local, national and international) to help Greater Manchester realise its ambitions;
 - iv. Work with partners and potential stakeholders to create innovative solutions to maximise private and public sector investment to secure the sustainable growth of Greater Manchester's economy.
- 2.2 To ensure that the LEP is effective in this role it has the power to:
- i. commission and publish research and advice from a range of sources, subject to resources being available;
 - ii. develop its own work programme;
 - iii. provide advice to the GMCA on strategic issues such as economic development, planning, housing and transport;
 - iv. engage in dialogue with Government and respond to consultations;
 - v. submit bids for available funding as necessary and appropriate;

¹ The LEP is an informal partnership and as such does not have the legal status to enter into contracts, acting through the GMCA as the accountable body

- vi. agree strategies for private sector involvement in delivering their priorities of the Greater Manchester Strategy and the GM Local Industrial Strategy;

3. MEMBERSHIP

3.1 Greater Manchester's LEP has fifteen members, eleven non-local authority members and four representing the GMCA. Non-local authority members are appointed using an open recruitment process with the appointments confirmed by the GMCA. Local authority members are agreed by the GMCA. The term of office is two years for private sector members and GMCA members are reviewed on an annual basis. A list of current members can be found at Annex A.

3.2 Private Sector Members

All private sector members of the LEP act in an individual capacity and not as representatives of their respective organisations.

3.3 GMCA Members

The GMCA Members are the Mayor and Vice-Chair of GMCA along with two further GMCA members.

3.4 Chairs of the Strategic Boards

The Chairs of the Growth Company Advisory Boards for Business Support and Business Finance as well as Internationalisation and Marketing will also join the LEP in an ex-officio capacity. In the event of a decision requiring formal voting, the Chairs of the Advisory Boards will not be entitled to vote.

No substitutes are allowed.

3.5 Diversity

Greater Manchester Local Enterprise Partnership is committed to equality and diversity. GMLEP works on behalf of all the people of Greater Manchester and recognises that different people and bring different ideas, knowledge and perspectives.

As part of this commitment, GMLEP regularly refreshes its board membership to ensure it reflects the breadth of industrial sectors on its Board as well as represents the diversity of Greater Manchester's people.

3.6 Complaints Procedure

GMLEP shares the same complaints procedure as GMCA. The GMCA's complaints policy covers the GM LEP. The policy sets out how GM is committed to providing quality customer service and how it will deal with any complaints. It sets out that we will:

- Deal with complaints quickly and fairly
- Inform complainants what is happening with their complaint and do everything we can to help them
- Do our best to treat the information in confidence
- Explain our decision
- use complaints to review and improve the way we provide services.

4. ROLE OF GM LEP MEMBERS

- 4.1 The LEP is a forum for engagement of the private sector in the development of policy and interventions and using LEP members' insights wisely gives us the best chance of delivering our growth aspirations.
- 4.2 The role of LEP members is to
 - i. drive the LEP's ambitions described in the GM Local Industrial Strategy - making best use of your knowledge and expertise;
 - ii. provide the leadership and strategic direction in areas where you have particular skills and experience;
 - iii. act as an advocate of GM's ambitions in local, national and international contexts.
- 4.3 Members may also be asked to represent the LEP on outside bodies that contribute to the wider Greater Manchester Strategy agenda
- 4.4 Private sector members are expected to discharge their duties in line with Nolan Principles for Standards in Public Life as set out in the GM LEP Code of conduct.

5. LEP ADVISORS

- 5.1 GMCA officers are advisors to the LEP and will be responsible for providing policy advice and support.
- 5.2 The LEP has the right to invite other advisors to attend meetings or advise the LEP as required. LEP advisors cannot vote.

6. MEETINGS

- 6.1 The LEP will meet on a bi monthly basis unless otherwise determined by the LEP and will normally meet in central Manchester.
- 6.2 The meetings will be held in public except any items which are commercially sensitive.
- 6.3 Papers will normally be available five working days in advance and will be published on the GMCA and LEP websites. Any commercially sensitive papers will be emailed directly to members.
- 6.4 Action points and/or minutes will be available within five working days of the meeting.

7. QUORUM

- 7.1 The meeting of the Greater Manchester LEP will be quorate when seven members are present. To be quorate there must be present at least one member from the GMCA. In the event that all GMCA members have a conflict of interest and have to withdraw from a vote, the meeting will be quorate if seven other members remain present.

8. DECLARATIONS OF INTEREST

The following conditions should be understood to apply regarding declarations of interests:

- 8.1 A Register of Interest covering all Board members will be collated and published on the LEP website. The register will be reviewed bi-annually.
- 8.2 Subject to point 3 below, members (and advisors) must declare any interests (on the form provided (see Annex B)), 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.
- 8.3 Members must declare their interest when the business being discussed specifically relates to:
 - a. their business
 - b. any body of which they are a member
 - c. any person or body who:
 - employs them
 - makes payments to them
 - has a contractual relationship with them
 - d. any land or property in which they have an interest
- 8.4 This also applies to any close member of their family or person with whom they have a close relationship.
- 8.5 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.

- 8.6 Members (and advisors) with a declared interest in an item of business would usually be required to leave the room. However, 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 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 the nominated Deputy Chair if present or by a member selected by the meeting for that purpose.
- 8.7 Provided that a member has disclosed the nature and extent of any material interest and otherwise complies with the above requirements, that member, notwithstanding his or her membership of the LEP:
- may be a party to, or otherwise interested in, any transaction or arrangement with the LEP or in which the LEP is otherwise interested;
 - may be a director or other officer of, or employed by, or a party (directly or indirectly) to any transaction or arrangement with the LEP or in which the LEP is otherwise interested; and
 - shall not, by reason of his membership of the LEP, be accountable to the LEP for any benefit which he derives from any such office or employment or from any such transaction or arrangement or from any such interest and no such transaction or arrangement shall be liable to be avoided on the ground of any such interest or benefit.
- 8.8 Without prejudice to the obligation on members to declare interests, if a question arises at a meeting of the LEP or of a committee of the LEP as to the right of a member to participate in the meeting (or part of the meeting) for voting or quorum purposes, the question may, before the conclusion of the meeting be referred to the Chair of that meeting whose ruling in relation to any member other than the Chair is to be final and conclusive. If any question as to the right to participate in the meeting (or part of the meeting) should arise in respect of the Chair of that meeting, the question is to be decided at by the Deputy Chair at that meeting, for which purpose the Chair shall not participate and is not to be counted as participating in the meeting (or that part of the meeting) for voting or quorum purposes.

9. DECISION MAKING

- 9.1 Most decisions shall be made by consensus. In the event of a consensus not being reached, a decision shall be taken by a vote of those members present at the meeting and entitled to vote. In the event of a decision needing a formal vote, voting shall be by a show of hands and shall be a simple majority vote. In the case of an equality of votes, no member of the LEP is to have a casting vote.
- 9.2 In order to ensure that the LEP is able to progress its business in an efficient manner the LEP can progress its business by using the following written

procedure. Members will receive an email notification which identifies the following:

- i. issue date of the proposal and date that responses are required by
- ii. name of the person or persons making or putting forward the proposal/decision.
- iii. details of the proposal.

9.3 Two working days after the close of responses, members will then be circulated with the details of:

- i. responses received in agreement
- ii. responses received in disagreement
- iii. any mitigating action taken to address members' stated views or concerns
- iv. if a decision is required the voting rules shall be the same as those for a decision taken in a meeting.
- v. if a decision is reached members will also be notified of the date when any decision comes into effect.

9.4 The LEP may delegate any of its powers and responsibilities:

- i. to such person or committee;
- ii. by such means (including by power of attorney);
- iii. to such an extent;
- iv. in relation to such matters; and
- v. on such terms and conditions as the LEP thinks fit.

9.5 The LEP may at any time revoke any delegation in whole or part, or alter the terms and conditions of any such delegation. Committees to which the LEP has delegated any of its powers and responsibilities must follow procedures which are based, as far as they are applicable, on those provisions of these Terms of Reference which govern the making of decisions by members of the LEP and the LEP may make rules of procedure for any committee.

10. REPORTING ARRANGEMENTS

10.1 The LEP will have a close relationship with GMCA, its officers, the 10 Local Authorities, the GM Health and Social Care Partnership, Greater Manchester Police and Transport for Greater Manchester.

10.2 Decisions of the GM LEP are reported promptly, via a copy of the draft minutes, to the next GMCA meeting following the GM LEP. These papers are publicly available. Decisions taken using delegated authority are reported back to the full GM LEP board the following month.

ANNEX A: GM LEP MEMBERSHIP 2019-2021

PRIVATE SECTOR MEMBERS 2019-21

Mike Blackburn	Independent consultant
David Birch	Independent Consultant
Lou Cordwell	Magnetic North (Deputy Chair and SME Representative)
Juergen Maier	Siemens PLC
Chris Oglesby	Bruntwood
Prof Dame Nancy Rothwell	University of Manchester
Richard Topliss	RBS & Manchester Growth Co. chair
Lorna Fitzsimons	The Pipeline
Fiona Gibson	Everyman and Playhouse
Amanda Halford	GE Healthcare
Mo Isap	IN4.0 Group

GMCA REPRESENTATIVES 2019-20

Andy Burnham	GM Mayor
Cllr Sir Richard Leese	GMCA Vice Chair
Cllr Brenda Warrington	GMCA Member
Cllr Elise Wilson	GMCA Member

CHAIRS OF STRATEGIC BOARDS

Iwan Griffiths	PwC
Vanda Murray	Non-Executive Director (Diversity Champion)

ANNEX B: DECLARATIONS OF INTEREST FORM



DECLARATIONS OF INTEREST

DATE:

(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 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 the nominated Deputy Chair if present or by a member selected by the meeting for that purpose.

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