

GREATER MANCHESTER LOCAL ENTERPRISE PARTNERSHIP

DATE: Tuesday, 21 January 2020
TIME: 4.30 - 6.00 pm
PLACE: Graphene Room, GMCA, Churchgate House

AGENDA

Item	Pages
1. Welcome, Apologies and Introductions -	
2. Declarations of Interest -	1 - 2
To receive declarations of interest in any item for discussion at the meeting. A blank form for declaring interests has been circulated with the agenda; please ensure that this is returned to the Governance & Scrutiny Officer at the start of the meeting.	
3. Minutes of the meeting of the Board held on 11 November 2019 -	3 - 8
To consider the approval of the minute of the meetings held on 11 November 2019	
4. Strategy -	
4.1 Work and Skills Strategy Discussion - Mo Isap	
4.2 Presentation from FE Colleges - Lisa O'Loughlin	
4.3 GMS Outcome and Indicators Update (To Follow) - Mike Blackburn	
4.4 Social Enterprise Action Group - Sir Richard Leese	9 - 14
5. Performance and Delivery -	
5.1 Energy Northwest Presentation	
5.2 Six Month Growth Company Performance - Mark Hughes	15 - 50

6. Governance -

6.1 Local Growth Assurance Framework Update (To Follow) - Simon Nokes

7. Feedback from other Boards -

8. Future Meetings -

Agenda Contact Officer:

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Governance and Scrutiny

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DECLARATIONS OF INTEREST

21 January 2020

(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 11 NOVEMBER 2019 AT CHURCHGATE HOUSE, OXFORD ROAD, MANCHESTER

Board Members:

Mike Blackburn (In the Chair)

David Birch, Andy Burnham, Lou Cordwell, Lorna Fitzsimons, Fiona Gibson, Iwan Griffiths, Amanda Halford, Sir Richard Leese, Juergen Maier, Chris Oglesby, Nancy Rothwell, Cllr Brenda Warrington & Cllr Elise Wilson

Advisors:

Lisa Dale-Clough (GMCA), John Holden (GMCA), Kevin Lee (GMCA), Simon Nokes (GMCA), David Rogerson (GMCA), Lee Teasdale (GMCA), Mark Hughes (The Growth Company) and Simon Warburton (TfGM).

Apologies:

Apologies were received from Mo Isap and Richard Topliss

GM LEP/19/54 CHAIR'S ANNOUNCEMENTS

There were no announcements.

GM LEP/19/55 DECLARATIONS OF INTEREST

No declarations were received.

GM LEP/19/56 MINUTES OF THE MEETING OF THE BOARD HELD ON 16 SEPTEMBER 2019

It was confirmed that actions from the previous meeting (sharing of the Trade & Investment Prospectus and circulation of the briefing on GM's key priority messaging) had been completed.

The Board expressed its thanks and well wishes to Iwan Griffiths and Fiona Gibson who will be shortly departing the Board having taken up roles outside of GM.

It was confirmed that the recruitment exercise for a new Chair of the LEP had closed. Officers would advise the Board on the next steps of the process in due course.

RESOLVED:

That the minutes of the meeting held on 16 September 2019 be approved

STRATEGY

GM LEP/19/57 GREATER MANCHESTER STRATEGY IMPLEMENTATION PLAN AND PERFORMANCE – SIX-MONTH UPDATE

Simon Nokes, Executive Director of Strategy and Policy, GMCA, provided the Board with the latest six monthly update on the Greater Manchester Strategy (GMS) Implementation Plan and Performance Dashboards. The update showed the progress against the agreed delivery milestones and ambitions, and updated the outcome measures for each of the GMS priorities.

It was highlighted that there was a time lag on many of the metrics used in the dashboards – in the case of a lot of the activity, the impact of the delivery may not be felt for many years. The current GMS Implementation Plan only ran up to 2020, so a refresh needed to be undertaken in the coming year. It was proposed that a longer-term strategy could be created that took a 10 year view, with interim 4 yearly targets that aligned with the mayoral term of office.

Board Members welcomed the improvements seen in Priority 1 (Children Starting School Ready to Learn) – with the levels of improvement in Oldham, Rochdale and Tameside being particularly encouraging. Members sought clarity on what factors had aided this differential impact. It was advised that a key factor had been the removal of silos, with multi-disciplinary teams working together between GM and District level partners. A strength of the GMCA was that it had the direct involvement of each district, allowing for a more galvanised level of partnership working.

Board members discussed looking at measures where further progress could be made with the availability and uptake of apprenticeships being highlighted as an area for further consideration.

There were also areas of the report where the ‘relative’ level of progress made was unclear and it was agreed would benefit from contextual national comparators and trends.

The Board also discussed the overall tax and spend gap in Greater Manchester including how the component parts of that had changed over time.

RESOLVED:/

1. That the updated GMS Implementation Plan and Performance Dashboard be noted by the Board.
2. That a report be brought to a future meeting on apprenticeship in the city region.

Councillor Elise Wilson, Leader of Stockport Council and Portfolio Lead for Digital City Region, presented a report outlining the draft refreshed Greater Manchester Digital Strategy. This was now being referred to as a 'Blueprint' for GM and was a result of significant stakeholder engagement, and reflected the speed at which the digital economy in GM had progressed since the first Digital Strategy had been adopted in February 2018.

Feedback from stakeholders had indicated that they wanted something visually striking that interested people who may otherwise be reluctant to read long text heavy documentation. It was stated that the Blueprint clearly showed that GM was 'ahead of the game' and undertaking exciting innovations that were helping to put GM firmly on the map as a global digital influencer. The first iteration of the Strategy had been led by the public sector – the Blueprint however had incorporated a lot more collaborative work with private sector stakeholders including SMEs and larger employers, to ensure inclusivity and buy in from key partners.

Board Members welcomed the draft Blueprint and suggested it would be beneficial to have a clear definition of what exactly was meant by 'digital' within the context of the city region. The Blueprint proposed some large-scale ambitions and it would be good to highlight GM's international offer. GM had been on an incredible run of digital success stories including the Cyber Foundry and the new GCHQ facility moving to Manchester. These needed to be emphasised as a selling point to show GM's broader offer along with a focus on investment in digital skills and the development of a clear talent pipeline for the most sought after industries.

It was agreed that it was important to sell this product internationally as soon as possible as other cities have already begun to do. Board Members stated that the governance also needed to reflect this – with a well-organised but expedited decision-making system that kept pace with the level of innovation and digital change.

RESOLVED:/

1. That the the progress on the draft refreshed Digital Blueprint be noted.
2. That it be agreed that the GM Digital Blueprint should be reviewed annually to reflect the dynamic environment in which it is embedded.

Simon Warburton, Transport Strategy Director, TfGM, advised the Panel that in early October 2019 the Combined Authority had agreed to the commencement of a bus reform consultation that would run until 8th January 2020. Significant activity had already been taking place within the community to promote engagement with the consultation. The outcomes of the consultation would then be independently reviewed by Ipsos MORI, the analysis from which would then be used to help inform the final decision on the way forward in early 2020.

The Board stated that the private sector would support the reform proposals at this stage especially if provided with a clear analysis of the business need for a more coherent system. This is reflected in the proposed 'London' style integration of ticketing and how this would create a more reliable, convenient and affordable system. Members suggested that a roadshow of events, supported by the business community could be arranged that presented the intended strategy and the benefits arising from it.

RESOLVED:/

That the bus reform consultation update be noted.

GM LEP/19/60 CLEAN AIR PLAN UPDATE

Simon Warburton, Transport Strategy Director, TfGM, provided the Board with an update on the current position of the Clean Air Plan. It had been hoped that the Government Funding Plan would have been concluded over the summer – as this was an important factor in allowing the 10 GM districts to move to the consultation stage with the public. Discussions had been progressing well, but the announcement of the General Election and the resultant pre-election period meant that Government had paused the Plan. The revised plans would be set out at the Combined Authority meeting on 29 November 2019.

Work was continuing on moving the agenda forward wherever possible – collaborating with bus companies on the rollout of lower emission buses, working with the Cycling and Walking Commissioner's plans around a cycle hire scheme for GM and preparing a trial for the £32m future mobility zone plan.

RESOLVED:/

That the update on the Clean Air Plan be noted.

PERFORMANCE AND DELIVERY

GM LEP/19/61 GROWTH DEAL TRANSPORT PROGRESS UPDATE

Simon Warburton, Transport Strategy Director, TfGM, updated the Board on the latest position in relation to the Local Growth Deal Transport Programme. The Programme comprises 15 major schemes, many of which were in excess of £5m in value. The numbers were now going through the final approvals process and there was confidence that all sought resources could be put into the Programme.

RESOLVED:/

1. That the GMLEP notes the current position in relation to the Growth Deal Major Schemes Programme.

2. That the GMLEP notes the current position in relation to the Growth Deal Minor Works and Additional Priorities Programmes.
3. That the GMLEP notes the granting by GMCA of full approval for the MSIRR Great Ancoats Street Scheme and the associated funding release to Manchester City Council of the remaining £8.213 million of the total £8.8 million Local Growth Deal funding to enable the delivery of the scheme.
4. That the GMLEP notes the approval by GMCA of funding of up to £1.15 million for the Rochdale Town Centre connectivity minor works scheme.
5. That the GMLEP notes the approval by GMCA of funding of up to £1.65 million advance utility works for the A5063 Trafford Road Major Scheme.

GM LEP/19/62 LEP COMMUNICATIONS PLAN

Lou Cordwell presented the draft LEP Communications Plan to the Board. The Plan presented a comprehensive media, communications and engagements approach to ensure that the work of the GMLEP was being effectively communicated to a range of key audiences. With this in mind, the comments of the Board were sought before production of the final report.

Board Members commented that the LEP needed to be mindful of how broad the communications approach needed to be. The primary audience needed to remain as the business community and government. The plan needed to be about the ability to influence these bodies, and this was the priority before considered accessibility for secondary audiences.

The Chair suggested that the Draft Plan should be brought back to the January meeting of the LEP for final ratification.

RESOLVED:/

That the Draft report be brought back to the January 2020 meeting of the GM LEP for ratification.

GOVERNANCE

GM LEP/19/63 FEEDBACK FROM OTHER BOARDS

Board Members confirmed their attendance at various recent bodies.

GM LEP/19/64 FUTURE MEETINGS

The next meeting would be held on Tuesday 21 January 2020.

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GM LOCAL ENTERPRISE PARTNERSHIP BOARD

SUBJECT: Greater Manchester Social Enterprise Action Group

DATE: 21st January 2020

FROM: Sir Richard Leese, GM Portfolio Holder for Economy

1. PURPOSE OF REPORT

- 1.1 This report provides LEP Members with information about the establishment of a Greater Manchester Social Enterprise Advisory Group, including its Terms of Reference and the recruitment process which is proposed for the Group.

2. RECOMMENDATIONS:

The GM LEP is asked to:

- i) Note the establishment of the Greater Manchester Social Enterprise Advisory Group
- ii) Consider the selection made by the recruitment panel for membership of the Group, which will be circulated by email after this meeting, providing comments and endorsement of the recommendations.

CONTACT OFFICER:

John Wrathmell – john.wrathmell@greatermanchester-ca.gov.uk

Anne Lythgoe – anne.lythgoe@greatermanchester-ca.gov.uk

1. INTRODUCTION

- 1.1 This report provides LEP Members with information about the establishment of a Greater Manchester Social Enterprise Advisory Group, including its Terms of Reference and the proposed recruitment process.

2. BACKGROUND

- 2.1 Social enterprises are businesses that reinvest or donate their profit to create positive social change. This allows them to tackle social problems, improve people's life chances, provide training and employment opportunities for those furthest from the market, support communities and help the environment.

Social enterprises exist in nearly every sector from consumer goods to healthcare, community energy to creative agencies, restaurants to facilities management. Figures provided by Social Enterprise UK¹ show that there are now over 2,400 social enterprises in Greater Manchester which are investing between £45-90m back into the region every year.

In Greater Manchester, social enterprises are flourishing, not only in comparison to other social enterprises but also compared to other business. 57% of social enterprises in Greater Manchester reported that their turnover increased in the previous 12 months compared with 47% of UK social enterprises and 34% of small and medium sized businesses.

There is a long history of activism round social enterprise in Greater Manchester. Rochdale saw the birth of the first co-operative shop, and social entrepreneurship is strong across many districts. Salford has been credited by Social Enterprise UK as a Social Enterprise City.

- 2.2 Publication of the Greater Manchester Local Industrial Strategy has provided a strategic driver for the social enterprise and co-operative sectors, as it states that Greater Manchester will create the optimum conditions for these organisations in the Greater Manchester economy.
- 2.3 In November 2018, the Mayor of Greater Manchester launched a Vision for Social Enterprise in Greater Manchester. He described how social enterprises should be a key element in the Greater Manchester economy.

3. ESTABLISHING A SOCIAL ENTERPRISE ADVISORY GROUP

- 3.1 Following the publication of the Local Industrial Strategy, during the summer of 2019, GMCA hosted two round table events with representatives from the social enterprise sector, the Chamber of Commerce and the Growth Company to explore how Greater Manchester can support social enterprises to thrive.
- 3.2 There was general agreement from these round tables that action is needed in the following areas:
- **Research** – a clear mapping and understanding of the social enterprise 'sector' in Greater Manchester.
 - **Campaigning** – for consumers to understand social enterprise, 'buy social' and gather collective support from business, universities and the public sector.

¹ <https://www.socialenterprise.org.uk/>

- **A pathway of support** – business support that is available to social enterprises at all stages of their development, including succession support.
- **Public and business sector procurement** – to enable more purchasing from organisations which will generate more ‘social value’ including social enterprises.
- **Identification of the market opportunities** – linked back to the Local Industrial Strategy, but also looking at young people in social enterprise and intergenerational support, for example.

3.3 The round tables also identified a need for further work to clearly define the conditions which would be needed for social enterprises to thrive in Greater Manchester, and to advise on actions which are needed to achieve these conditions.

3.4 A proposal was made by the sector that Greater Manchester should have a Social Enterprise Advisory Group established to lead this work, having an aim to ‘help create a social enterprise sector which contributes towards greater productivity, flexibility and agility that will see Greater Manchester become more competitive locally, nationally and internationally’.

3.5 Several other networks and groups exist across the social enterprise sector, and in discussion with sector leaders it was agreed that it would be clearer if GMCA convenes the Advisory Group in the same manner as the Business Advisory Panel. A Terms of Reference was developed for the Social Enterprise Advisory Group, which is contained at **Appendix 1**. This will be ratified at the first meeting of the Group, which is planned for early February.

It is proposed that the Advisory Group will meet quarterly, initially for a 12-month period. The LEP will be invited to nominate a member to attend Social Enterprise Advisory Group meetings, and the Chair or a member of the Advisory Group will be invited to report back on the Group’s work to a future Greater Manchester LEP meeting.

3.6 In discussion with the Mayor of Greater Manchester and the Portfolio Leads for Economy and Co-operatives, Community and Voluntary Sector, GMCA officers are supporting the recruitment of social enterprise leaders to the Advisory Group. Applications closed on 31st December 2019 and are currently being assessed.

A shortlist of candidates will be scrutinised by a panel consisting of Sir Richard Leese, as GM Portfolio lead for Economy, and Peter Holbrook, the CEO of Social Enterprise UK. Their recommendations will be forwarded to all LEP Members by email for comment and endorsement.

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GREATER MANCHESTER SOCIAL ENTERPRISE ADVISORY GROUP
- TERMS OF REFERENCE
FINAL DRAFT

Purpose:

We will work together to advise the Mayor of Greater Manchester (GM), the GM Combined Authority (GMCA), and the GM Local Enterprise Partnership (GM LEP) on the delivery of the ambition for social enterprise in Greater Manchester. Specifically we will focus initially on identifying and advising on the actions needed to 'create the conditions for social enterprises and co-operatives to thrive' as outlined in the GM Local Industrial Strategy.¹

Our aim is to help create a social enterprise sector which contributes towards greater productivity, flexibility and agility that will see Greater Manchester become more competitive locally, nationally and internationally.

Aims:

We will share the common goals (through the work we do in our own respective organisations and through the work we do as Members of this Group), that include:

- Establishing a clear understanding of the social enterprise 'sector' in Greater Manchester and its contribution towards the local economy.
- Ensuring a pathway of support exists that is tailored as required to the needs of social enterprises.
- Ensuring the systemic conditions for social enterprises to thrive are in place (including financial, strategic / policy, and regulatory conditions).
- Identification of, and innovation in, areas of market opportunity, with particular reference to the GM Local Industrial Strategy.

Objectives:

Articulation of the conditions that social enterprises need to thrive, including:

- **Research and intelligence** – a clear mapping and understanding of the social enterprise 'sector' in Greater Manchester, including its reinvestment of profits into 'social good'.
- **Raising awareness and profile** – for consumers to understand social enterprise, 'buy social' and gather collective support from business, universities and the public sector.
- **Influencing public and business sector procurement** – to enable more purchasing from organisations which will generate more 'social value' including social enterprises and advise on current procurement arrangements.
- **Identification of the market and investment opportunities** – linked back to the Local Industrial Strategy, but also looking at other priority issues such as young people in social enterprise, intergenerational support, and so on.

How we will do this:

Our Advisory Group will be made up of up to 15 social enterprise representatives, who are actively involved as a social entrepreneur, senior officer or board member / trustee of a social enterprise. Appointments to the group will be on the basis of an open application process and will be subject to ratification by the GMCA Growth Board and the GM LEP.

The Advisory Group aspires to have parity of representation across geography, gender, race, age, and so on, to reflect the social enterprise movement in Greater Manchester. However, we recognise this may not be achievable in the initial phase. The Group will as far as possible represent the different types of 'social enterprise' (including co-ops, trading charities, etc).

¹ <https://www.greatermanchester-ca.gov.uk/what-we-do/economy/greater-manchesters-local-industrial-strategy/>

Rose Marley, co-founder and CEO of SharpFutures, will act as interim Chair to lead the establishment and operationalisation of the Group for a period of 12 months. At the end of the first 12 months of operation, the Group's membership, Chair and activities will be reviewed in the light of its achievements, perceived gaps in membership, and future activity.

The Advisory Group will meet initially for a 12-month period, and be convened by GMCA. The first meeting will be held in February 2020, after which Group meetings will be held in April 2020, July 2020, October 2020 and January 2021. The Mayor of Greater Manchester and GMCA portfolio holders for the Economy and Cooperative, Communities and Voluntary Sector will attend the February 2020 and January 2021 meetings. A GM LEP member will be invited to observe the Group meetings, and the Chair of the Advisory Group will be invited to report back on the Group's findings to a future GM LEP meeting. Should a social enterprise representative be recruited to the LEP, that person would become a member of this Group to maintain continuity.

Each Member will be of sufficient standing within their own organisation to be able to advise on key matters pertaining to sector policy and activities.

The Social Enterprise Advisory Group will work closely with the GM Cooperative Commission and look to jointly implement actions where appropriate.

Role of Group Members

The **Chair** will ensure that:

- Meetings of the Group are conducted in a fair and transparent business-like fashion;
- Agreed conclusions, recommendations and action points are clear; and
- A shared culture and language, common purpose and trust are endorsed through a collaborative leadership style.

Members of the Group will:

- Be expected to engage between meetings with a wider group of organisations, speaking on their behalf at the Group and feeding back progress into their networks;
- Champion the work of the Group to encourage wider participation and lobby on key sector issues;
- Make every effort to attend meetings. Substitutes will not be allowed;
- Be prepared for the meetings, and have read papers circulated in advance;
- Commit a minimum of eight half days to the work of the Group over a period of 12 months;
- Take forward any actions that they have agreed to develop, and report back any progress to the Group in the timescales agreed;
- Endorse a collaborative and co-operative model and work to ensure its achievement; and
- Ensure that no conflict arises, or could reasonably be perceived to arise, between the work of the Group and their private interests – financial or otherwise. They must declare publicly any private interests which may, or may be perceived to, conflict with the Group.

Group Members must not use, or attempt to use, the opportunity presented by the Group to promote personal interests or those of any connected person, firm, business or other organisation.

Reasonable travel and other out of pocket expenses incurred through the work of the Group will be reimbursed.

These DRAFT Terms of Reference will be discussed with and agreed by the Group Members at the first meeting, and kept under review.



GREATER MANCHESTER LOCAL ENTERPRISE PARTNERSHIP BOARD - PART A

SUBJECT: Growth Company 6 Month Performance Report 2019/20

DATE: 21st January 2020

FROM: Mark Hughes, Group Chief Executive, Growth Company

1. Introduction

The Growth Company's (GC) Business Plan for the 2019/20 financial year was presented to the LEP Board in March 2019. The purpose of this report is to present to the Board a performance review of progress against Business Plan priorities, objectives and targets during the first half of the year (April to September 2019), as part of the agreed LEP reporting cycle. It should be noted that there is a lag between the end of the reporting period and when the LEP Board receives the report as performance is first reviewed by GC's Advisory Boards and Group Board (in November/December) before a report is brought to the next available LEP Board meeting.

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

2. Implementation of Business Plan priorities

The first 6 months of the year has seen a positive start in terms of performance against the annual business plan. Currently, 46 of the 50 objectives contained in the Business Plan are rated as green or yellow in terms of progress to date with only one objective rated as Red, which is linked to apprenticeship performance. KPI performance is good with 8 of our top 12 KPIs exceeding target in the second quarter and only 2 falling below 80% of target.

In particular, good progress has taken place in our export performance where we have achieved 98% of the annual contractual target. Other noteworthy areas of delivery performance include business engagements and assists across our Business Support programmes, Work and Health programme and GM marketing campaigns. Internally, Q2 saw the achievement of IIP silver for the Group, which is the result of significant progress made on our people and OD activity over the last two years.

Some challenges remain. A number of decisions on FDI projects have been placed on hold in light of Brexit and this has impacted on the number of FDI jobs achieved year to date. The apprenticeship market still remains challenging and the overall target for the year will not be met.

We have also had to deal with a number of unplanned for activities including greater levels of Brexit planning/engagement and our response to the Thomas Cook closure.

On balance, progress against the Business Plan remains positive and plans are in place to respond quickly to the challenges that have arisen.

Key achievements in the first half of the year include the following:

Strategic Priority	Key Achievements
1. GVA & Productivity	<ul style="list-style-type: none"> • Be the Business National Mentoring Programme secured, which aims to deliver 1,000 mentoring relationships by March 2020. • Significant Brexit activity undertaken with 9 events through October and regular communications to over 27,000 businesses. GC Business Growth Hub chosen by BEIS to be its co-ordinating partner for supporting the delivery of the portion of the Governments EU Exit Programme directed through Growth Hubs. • Business support targets for business engagements and assists exceeded • Made Smarter intensively supported 292 businesses against annual target of 292. 59 grants totaling £1.5m now awarded • Significant consumer reach and additional visitor spend generated by Marketing Manchester's Cricket World Cup and Unmissable Weekends campaigns. • All ERDF for the 2018-21 Business Productivity and Inclusive Growth Programme secured, enabling full delivery.
2. Inclusive Growth	<ul style="list-style-type: none"> • Launch of GM Good Employment Charter in July. Over 50 employers now completed application forms for Charter. • Over-achievement of Skills Support for Employment GM targets with 3,700 accredited training starts against a target of 1,000 generating an over-achievement of revenue of £106k. • Strong performance on GM Work & Health programme in Manchester, Salford & Trafford continuing to perform higher than Ingeus in other LAs. This will contribute to the improvement in sustained job outcomes during Quarter 3. • Response to Thomas Cook closure, where 2,300 individuals across the North West were directly affected. GC established a dedicated website and contact centre within 24 hours of closure, and a GM Taskforce was established and had met within 72 hours. A jobs fair was organised with over 1,000 former staff attending and 127 (known so far) securing employment.
3. Internationalisation	<ul style="list-style-type: none"> • Annual International trade targets exceeded by end of Q2. • Manchester India Partnership visit to India with GM Mayor. 7 projects sourced which, if realised, could generate 600 jobs and additional GVA of £45m • 8 international conferences secured for GM with an Economic Impact of £8.1m • The Global Scale Up programme has been launched with the first cohort of 33 GM businesses onboarded. • Engaging visitor welcome graphics installed at Manchester Airport as part of "Growing Manchester as the gateway to the North". • New GM Business Tourism Strategy for 2019 launched. • The Manchester Garden at the RHS Chelsea Flower Show attracted significant media coverage and won a Silver Award within the Space to Grow category.
4. Financial Position	<ul style="list-style-type: none"> • £123m of contract wins secured year to date. Wins included Start-up Loans, Be the Business mentoring, Self-employment pilot.
5. Commercial Development	<ul style="list-style-type: none"> • Secured MATRIX IAG accreditation service • Establishment of GC Portfolio Management function to secure appropriate prioritisation of approach to projects and associated resources. • Draft Vision & Ambition agreed by GC Board. Strategy for 2020 – 2023 developed. • Group-wide Marketing and Communications Strategy finalised and now in delivery. • Procurement completed of Business Growth Hub Omni channel contact centre software which will improve client engagement.
6. Organisational Transformation	<ul style="list-style-type: none"> • Achievement of IIP Silver

	<ul style="list-style-type: none"> Rollout of Work Your Way phase two part 1 has been completed on time and to budget. Launch of I-Mentor platform Health and wellbeing programmes launched across the Group and training completed for the first cohort of 55 Mental Health First Aiders. Zoho CRM implemented across 4 business areas, enabling improved client acquisition and pipeline visibility.
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3. Strategic Priorities

Each of the Business Plan's 6 strategic priorities has supporting operational objectives aligned against it. 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	9	5	3	0	1
2. Contribute to inclusive growth across GM	9	5	2	2	0
3. Lead the delivery of GM's Internationalisation Strategy	8	7	1	0	0
4. Improve financial position	8	6	1	1	0
5. Drive commercial development	8	5	2	1	0
6. Deliver organisational transformation	8	4	3	1	0
Total	50	33	13	3	1
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				

A good level of performance has been achieved during the first half of 2019-20, with 33 of the 50 objectives rated as green, 13 as yellow and the remaining 4 as amber/red.

The objective rated red falls under Strategic Priority 1: increasing GVA and productivity and is objective 1.7 which focuses on maximising Apprenticeship investments (levy and SME). Total starts at quarter 2 reached 643, 83% of profile to Q2, however, the YTD target is only 30% of annual, and the annual target will not be met.

Further details of KPI performance against relevant annual targets set in the Business Plan are included in Part B under the relevant strategic priority, with the position on the Group's top 12 KPIs set out in Section 4.

Specific issues which have been encountered in the first 6 months of the year include:

Strategic Priority	Key Issue
1.GVA & Productivity	<ul style="list-style-type: none"> Under-performance of Apprenticeship starts. A 100 day Turn Around Plan to improved delivery, retention and achievement rates is in place (an output of an external Skills and Education review) and resources are in place to drive this forward.

	<ul style="list-style-type: none"> Lower volumes on IIP first-time assessments as discretionary spend in businesses is held back.
2. Inclusive Growth	<ul style="list-style-type: none"> Some difficulties engaging NEET cohort which has impacted on performance.
3 Internationalisation	<ul style="list-style-type: none"> Inward Investment projects delayed due to Brexit uncertainty. Possible impact on end of year results. Some international conference decisions delayed, again due to Brexit uncertainty.
4. Financial position	<ul style="list-style-type: none"> Q2 reforecast numbers revised downwards due to changes in Skills and Commercial B2B figures.
5. Commercial development	<ul style="list-style-type: none"> Progress with GC consultancy slowed as acquisition conversations stalled.

4. 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 Q2 performance against the target for the quarter and against overall annual targets.

Key Performance Indicator	Annual Target	Q2 Target	Q2 Actual	% to target achieved Q2	% to annual Target
£m of additional GVA / economic impact	£468m	£ 213,000,000	216,712,969	102%	40%
No. of new jobs created	10,759	4,879	4,662	96%	43%
No. of new and existing businesses assisted	20,814	9,396	13,418	143%	64%
No. of new businesses created	5,761	2,853	3155.00	111%	55%
£m investment in existing businesses	£28.6m	£ 14,200,000	£ 8,246,725	58%	29%
No. of apprenticeship starts	2,143	773	643.00	83%	30%
No. of clients placed into work	8,501	4,225	4477.00	106%	53%
No. of new exporters assisted	60	25	35.00	140%	58%
£m value of export sales generated	£650m	£ 282,000,000	£ 881,666,621	313%	136%
No. of new foreign direct investment projects	54	21	17	81%	31%
£M economic impact of conferences won	£26m	£ 6,500,000	£ 12,631,514	194%	49%
Volume of media coverage (opportunities to see)	900m	350,000,000	590,420,448	169%	66%

Two KPIs are currently less than 80% of target achieved including investment in existing businesses and number of new foreign direct investment projects.

Investment in existing businesses – this target is a combination of Access to Finance (A2F) activity as well as GC Business Finance through their start-up loan, NPIF, Co Angels Export and Business Loans activity. For A2F, the summer period was quieter than expected, however, the numbers are also impacted by a lag in claims processing. The delayed claims will be processed during Q3 which will improve the current position. The pipeline for Q3 and Q4 is strong and the team are confident that their annual targets will be met. For GCBF, current lending is in line with

contractual requirements (£4.68m YTD) however is behind on the stretch targets set as part of the Business Planning process earlier in the year. They are confident that they will meet their annual contractual target (£13.4m) but may not achieve the £15.75m stretch target.

Foreign Direct Investment Projects has been impacted by delayed decision making. A number of projects have been placed on hold as a result of Brexit and based on the current pipeline, MIDAS is projecting a year end result of 3,400 jobs against a target of 4,000.

5. Customer Satisfaction

Quarter 2 customer feedback data from GC services is set out below. Returns were received from clients in the following business areas: Employment, Education & Skills, GC Commercial, Business Growth Hub, GCBF and International Trade.

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%				

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