

GREATER MANCHESTER LOCAL ENTERPRISE PARTNERSHIP

DATE: Tuesday, 4 August 2020

TIME: 4.45 - 5.30 pm

PLACE: Live Event - Via Microsoft Teams

AGENDA

Item	Pages
1. Welcome, Apologies & Introductions	
2. Declarations of Interest	1 - 2
3. Summary of Previous Minutes	3 - 10
Strategy	
4. CSR and Devolution White Paper Simon Nokes – Verbal Update	
5. Internationalisation Strategy Update John Wrathmell	11 - 28
Governance	
6. GM LEP Board Membership Refresh Lou Cordwell / Mo Isap	29 - 32
Performance	
7. Good Employment Charter Ian MacArthur	33 - 56
8. Diversity and Inclusion Plan Vanda Murray	57 - 60
9. Full Update on Local Growth Fund	61 - 82

Simon Nokes

10. PART B - EXCLUSION OF THE PRESS AND PUBLIC -

That, under section 100 (A)(4) of the Local Government Act 1972 the press and public should be excluded from the meeting for the following items on business on the grounds that this involved the likely disclosure of exempt information, as set out in the relevant paragraphs of Part 1, Schedule 12A of the Local Government Act 1972 and that the public interest in maintaining the exemption outweighed the public interest in disclosing the information.

11. Growth Company - End of Year Report

83 - 94

Mark Hughes

Agenda Contact Officer:

Lee Teasdale

Governance and Scrutiny

Greater Manchester Combined Authority

07973875471

Lee.Teasdale@greatermanchester-ca.gov.uk



DECLARATIONS OF INTEREST

4 August 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.

MINUTES OF MEETINGS OF THE GREATER MANCHESTER LOCAL ENTERPRISE PARTNERSHIP BOARD

The Greater Manchester Local Enterprise Partnership Board last held a public meeting in January 2020 – please see full minutes below – with future meetings planned for March, May and July 2020.

However, due to the Covid crisis the Board was unable to meet in public and held monthly meetings to ensure they remained informed of the latest developments and could help drive the recovery of the city region.

The Board met in March, April, May, June and July with the main themes of their discussions including:

- The challenges and opportunities presented by the Covid crisis and the LEP's role in supporting GM's economic recovery
- Regular updates from the Cities and Local Growth Unit on Government initiatives to tackle the crisis, with the Board providing business feedback to Government, particularly on Small Business Loans, the Coronavirus Business Interruption Loan Scheme (CBILS) and Town Boards
- Updates from the Growth Company and partners on business support activity and the role of GC Finance in providing loan funding
- Supporting GMCA and partners in developing potential models for the economic recovery and shaping interventions accordingly
- Launching the Build Back Better campaign with the GM Mayor to understand the views of local businesses on how the GM economic could be reshaped as it comes into recovery. The feedback received will be critical in understanding how GM can take this opportunity to work together to build a better future and help shape a more sustainable, robust and equitable economic model.
- The LEP's role in supporting diversity and inclusion

During these meetings a small number of emergency decisions were taken using the written procedure protocol as set out in the Terms of Reference. The Board agreed:

- **March:** The allocation of the £500K 2020/21 LEP Capacity Funding with £286k providing for core LEP activity and the remaining £214k allocated to delivery of the Greater Manchester Local Industrial Strategy (LIS)
- **May:** The allocation of £3m Local Growth Fund to a GM CBILS scheme administered by the Growth Company to provide a package of urgently needed financial support for Greater Manchester businesses battling the impact of coronavirus.
- **June:** That the Growth Company be allowed to utilise the existing £3m Local Growth Fund allocation to support new Co-Angel investments in order that the start up community continues to be supported.
- **July:** The scope, work-plan, membership and allocation of resources for the Innovation Partnership for Healthy Ageing

- **July:** That between £150K and £200K of LEP funding already ring-fenced for LIS activity be allocated to Marketing Manchester to support their LIS related activity. The decision on the final amount of funding and detailed work plan was delegated to LEP Co-chair and communications Lead Lou Cordwell
- **July:** That new projects be brought onto the LGF portfolio (including walking and cycling, Metrolink improvements, digital skills and housing/business loan funds) and amending the funding structure of the current LGF projects in order to fully commit and spend LGF funding by March 21.

MINUTES OF A MEETING OF THE GREATER MANCHESTER LOCAL ENTERPRISE PARTNERSHIP BOARD HELD AT 16:30 ON TUESDAY 21 JANUARY 2020 AT CHURCHGATE HOUSE, OXFORD ROAD, MANCHESTER

Board Members:

Mike Blackburn (In the Chair)

Lou Cordwell, Lorna Fitzsimons, Fiona Gibson, Amanda Halford, Mo Isap, Sir Richard Leese, Nancy Rothwell, Richard Topliss & Cllr Elise Wilson

Advisors:

Mark Hughes (The Growth Company), Simon Nokes (GMCA), David Rogerson (GMCA), Lee Teasdale (GMCA), and John Wrathmell (GMCA).

In Attendance:

Helen Boyle (Electricity North West), Steve Cox (Electricity North West), Gemma Marsh (GMCA), Lisa O'Loughlin (GM Colleges Group) and Mike Taylor (Electricity North West)

GM LEP/20/01 WELCOME, APOLOGIES AND INTRODUCTIONS

Apologies were received from David Birch, Andy Burnham and Juergen Maier.

GM LEP/20/02 DECLARATIONS OF INTEREST

No declarations were received.

GM LEP/20/03 MINUTES OF THE MEETING OF THE BOARD HELD ON 11 NOVEMBER 2019

The Board considered the minutes of the previous meeting, held on 11 November 2019.

It was agreed that the updated LEP Communications Plan be circulated to the Board.

RESOLVED:

That the minutes of the meeting held on 11 November 2019 be approved

STRATEGY

GM LEP/20/04 WORK AND SKILLS STRATEGY DISCUSSION

An update on the Work and Skills Strategy was provided by Gemma Marsh and Mo Isap.

Board Members were advised that five key goals had been set to help focus work on addressing the challenges faced in GM:

- **Quality** – Quality as only judged by Ofsted did not give a true picture of the challenges faced by GMs educators
- **Clear Line of Sight** – Ensuring all people have an incentive to reach their full potential by providing a clear line of sight to opportunities across the region
- **Core Skills & Talent** – Growing a culture whereby residents had the ability to expand and build their talents
- **Supporting People into Work & to Progress** – Supporting people to aspire to whatever they wanted to be with a comprehensive education and skills training offer
- **Increasing Technical Skills** – generating more relevantly skilled individuals to help build on globally competitive strengths and drivers of growth

There were many success stories that could already be celebrated in the GM region. For example, 'Bridge GM' provided an infrastructure for connecting business leaders with local schools. This had proved to be a highly successful approach, with 196 of GM's 234 secondary schools now having a business leader connected. Their role was to go into the schools and provide pupils with insights into the world of work, with a particular emphasis of highlighting aspirational opportunities within GM. To date this had resulted in 475,300 meaningful encounters with over 2,300 businesses, and helped the GM region to be a national leader on careers engagement.

The GMACS website and portal had been developed to put all apprenticeship opportunities in GM front and centre for young people through their careers support. The official launch of the GMACS website and app was due to take place on Tuesday 4th February, with an event led by the GM Mayor. This would build upon all the positive work being done under Bridge GM, and would allow young people from the first year

of secondary school all the way up to 18/19 years old to explore the opportunities within GM.

Looking forward there was a lot that GM could work together to progress as soon as possible, as well as working with Government to deliver our ambitions.

Work was taking place in collaboration with KPMG to develop an interactive policy tool that used the Local Industrial Strategy sectors to establish a better understanding of the job market going forward. It will explore how GM could look in ten years if it continues down the current path to help in further develop a high quality local offer. What for example were the jobs that currently could not be filled, and what would be the jobs of the future (such as 'green jobs').

Comments and Questions

Board Members welcomed this positive news and noted that the take up of apprenticeships could be better. The level of joined up working compared to that seen previously was particularly welcomed.

Lorna Fitzsimons stated that the work taking place was very positive and added that GM did not have control of all of the possible levers it could use. It was asked that Gemma Marsh and her team engage with Lorna to discuss this further.

RESOLVED:/

1. That the update on the Work and Skills Strategy be received.
2. That the Strategy and Policy Team be advised to engage with Lorna Fitzsimons for further discussion.

GM LEP/20/05 PRESENTATION FROM FE COLLEGES

The Chair of the GM Colleges Group Lisa O'Loughlin provided the Board with a presentation on GM Colleges offer to Greater Manchester.

The group had reformed in 2016 following the Area Based Reviews with the intention of finding ways to work together and support the work and skills strategy for GM.

Since then the nine colleges had all been on a positive journey. All were now rated as Ofsted good, providing valuable educational support to all varieties of learners and delivering achievement rates that were within the top 10% nationally.

The colleges group also played a key role in social reform work – supporting the development of over 3,000 high-risk young people every year, and over 1,000 Looked After Children and care leavers each year to achieve qualifications.

Going forward, eight of the nine colleges would be delivering T Levels by 2020/21, including 40-day placements. Considerable work had taken place on a work placement capacity-building pilot, and 25% of the nationally available placements would be provided within GM alone.

GM Colleges Group is developing a new vision for technical education by the year 2030. A place-based skills specialisation pilot would be developed to support the delivery of effective local and city region economic and industrial growth strategies, underpinned by co-created protections and incentives. It would allow the colleges to become experts in particular fields, removing competition and encouraging further joined-up positive collaboration. It was intended that a more developed proposal for this would be in place by March 2020.

Comments and Questions

Board Members asked how geographic access could assured across GM for particular courses.

It was advised that for some areas of specialisation it may be necessary to have two areas of provision to ensure accessibility – studies would take place to look at specific geographic areas where particular skills may be in more demand. Where deemed necessary, teachers would be shared across locations. Collaboration between colleges would also ensure a better distribution of suitably qualified teachers.

The Chair noted the points raised and advised that the GM College Group link up with Mo Isap as the Board's Lead on Education and Future Skills to take the plans forward.

RESOLVED:/

1. That the presentation highlighting the GM College Groups offer to Greater Manchester be received.
2. That GM Colleges Group be advised to engage with Mo Isap as the Board's Education and Future Skills Lead to further develop the proposed collaboration programme.

GM LEP/20/06

GMS OUTCOME AND INDICATORS UPDATE

Simon Nokes presentation a report to the Board that summarised outcome and supporting indicators RAG rated red within the latest six monthly update of the Greater Manchester Strategy (GMS) Implementation Plan and Performance Dashboard.

The Chair asked that the LIS action leaders pick up where they needed to.

RESOLVED:/

1. That the summary of red RAG rated outcome and supporting indicators within the GMS Implementation Plan and Performance Dashboard be noted.
2. That LIS action leaders be asked to pick up where appropriate.

GM LEP/20/07 SOCIAL ENTERPRISE ACTION GROUP

Sir Richard Leese presented a report providing the Board Members with information about the establishment of a Greater Manchester Social Enterprise Advisory Group, including its Terms of Reference and the recruitment process proposed to populate the Group.

The Advisory Group would lay the foundations for the development of a more unified approach to the social enterprise sector, bringing together a broad range of institutions underpinned by a clear definition of social enterprise.

Board Members were advised that an update on the selection made by the recruitment panel for the membership of the Advisory Group would be circulated following the meeting.

Comments and Questions

The Board discussed whether the LEP Board would benefit from new Board members with a social enterprise or cultural specialism as vacancies became available.

RESOLVED:/

1. That the establishment of the Greater Manchester Social Enterprise Advisory Group be noted by the Board.
2. That Board Members be asked to consider the selection made by the recruitment panel for membership of the Advisory Group, due to be circulated after the meeting, to provide comments and endorsement of the recommendations.

PERFORMANCE AND DELIVERY

GM LEP/20/08 ENERGY NORTHWEST PRESENTATION

Electricity North West representatives made a presentation to the Board explaining its role in helping GM to meet its 2038 carbon neutrality target.

Scotland was highlighted as an example of the ability to achieve carbon neutrality in electricity demand and generation. 66% of Scotland's electricity demand was now met by Photovoltaics (PV) and onshore wind. It was considered that a comparable level of demand could also be met in GM but this would require considerable effort and focus.

It was expected that under all scenarios, future energy demand would double – a driving factor in this would be the mass growth and adoption of electric vehicles (EV). Significant studies were underway to understand the nature of EV charging behaviours.

For GM to successfully decarbonise, 40 GM businesses a day would need to decarbonise between now and 2038, and solar panels across the region would be required to reach a 40% target.

Leadership would be required to provide the vision and policy framework to enable and encourage businesses to adopt energy efficiency measures and low carbon technologies and drive behavioural change.

Comments and Questions

Nancy Rothwell advised that a successful Foresight Group discussion had recently taken on the challenges and opportunities of clean growth.

Members asked about the key policy elements that had helped to make a difference in Scotland. It was advised that a study was being undertaken to help inform approach to policy making. In Scotland they had looked particularly closely at planning processes and how restrictions could be removed to move quicker on decarbonisation.

The Chair advised that Chris Oglesby in his role as the Clean Growth lead should be contacted for collaboration.

RESOLVED:/

1. That the presentation on decarbonisation by Electricity North West be received.
2. That Electricity North West engage with Chris Oglesby to develop the clean growth approach

GM LEP/20/09 SIX MONTH GROWTH COMPANY PERFORMANCE

Mark Hughes presented a high-level summary of the Growth Company's performance over the latest six-month reporting period. The report highlighted both positives and negatives for full disclosure to the Board.

Comments and Questions

The Chair noted that there had been a very positive response nationally to the work the Growth Company had been undertaking following the collapse of Thomas Cook.

Future funding was discussed and the need to establish as soon as possible the opportunities that could arise from Brexit and the new Government. The Board agreed that GM has gathered substantial evidence on business support from successfully supporting companies. This could inform conversations with Government on future

devolution and flexibility to the Green Book approach allowing local programmes to better support local enterprise.

The importance of appropriate management and leadership was highlighted including links to the Alison Rose Review.

RESOLVED:/

1. That the Growth Company 6 month performance report 2019/20 be noted.

GOVERNANCE

GM LEP/20/10 LOCAL GROWTH ASSURANCE FRAMEWORK UPDATE

Simon Nokes advised the panel that further guidance from the Department for Transport had been incorporated into an updated Assurance Framework for approval by the Board.

RESOLVED:/

1. That the report be noted.
2. That the updated GM Local Growth Assurance Framework be approved by the Board.

GM LEP/20/11 FEEDBACK FROM OTHER BOARDS

The Chair asked that members undertake a refresh of their Register of Interest.

GM LEP/20/12 FUTURE MEETINGS

The next meeting would be held on 17th March 2020.



Greater Manchester Local Enterprise Partnership

DATE: 4th August 2020

SUBJECT: Greater Manchester International Strategy Refresh – Emerging Framework and Approach

REPORT OF: John Wrathmell, Director of Strategy, Research & Economy, GMCA

PURPOSE OF REPORT

This paper provides the GM LEP with an update on progress regarding the refresh of the Greater Manchester International Strategy. This paper aims to provide details on the proposed approach, strategic framework, key messages and planned metrics for identifying Greater Manchester's priority markets.

RECOMMENDATIONS

GM LEP is asked to comment on the proposed framework and approach to the refresh of the Greater Manchester International Strategy.

GM LEP is also asked to consider the following questions:

- What parts of the framework do you endorse, are there any components missing and how can you play a role in helping to shape it further?
- What are the current and future blockers that may prevent Greater Manchester from delivering its international vision? How can we work to address them?
- How can Greater Manchester's International Strategy help to deliver Greater Manchester's priorities as businesses, residents and local government look to recover from the impact of COVID?
- What international opportunities are emerging due to COVID and or future international and foreign national policy?

CONTACT OFFICERS

Rebecca Drakeford
International Strategy Officer, GMCA
rebecca.drakeford@greatermanchester-ca.gov.uk

Maria Gonzalez
Principal, International Relations, GMCA
maria.gonzalez@greatermanchester-ca.gov.uk

EXECUTIVE SUMMARY

In July 2017, Greater Manchester launched its first three-year “Internationalisation Strategy” which ran through to 2020. Significant work was already underway before COVID struck to evaluate the performance of the Strategy against targets and to refresh and redefine the priorities and international ambitions going forward.

In addition to COVID, the context for the International Strategy Refresh – locally, nationally and internationally – has changed significantly since it was first launched. Locally, Greater Manchester’s governance structures had developed considerably - the election of a Mayor, enhanced profile of the GMCA and the publication of a broad suite of strategies including the Local Industrial Strategy and the Greater Manchester Strategy (GMS) meant the foundations and principles for Greater Manchester’s international engagement had changed. Over the last few years, Greater Manchester stakeholders and international delivery organisations have taken a more coordinated and targeted approach to delivering our international agenda both in Greater Manchester and across the Northern Powerhouse. The new “Team Manchester” approach, that brings together a coordinated narrative on trade, investment and tourism and the development of market strategies for China, India and the US have helped driving a more targeted, integrated and intelligence led approach to increasing investment, trade and attracting more visitors and students.

Both nationally and internationally, the context of the refresh is a challenging and complex one. The uncertainty surrounding the UK’s relationship with the EU, two national elections and fear of a trade war between China and the US, means the UK’s future position on a global stage is unclear. Despite the uncertain landscape, Greater Manchester’s commitment to developing overseas links has led to the growth of its international reputation. The city region’s strong asset base, understanding of its sector strengths, clear strategy frameworks and a more coordinated and sophisticated approach to delivering activity had, over the 3 year period, has led to better performance and positioning.

Notable highlights include:

- From 2013 to 2018 International business visitor numbers increased by 46% and leisure visitors by 31%, increasing Greater Manchester’s UK market share by 38%, 22% ahead of UK average;
- Over the last three years FDI has contributed over £524m to the local economy and Greater Manchester has maintained recognition as the most popular regional UK destination outside of London for FDI projects;
- An increase of international students from 14% to 19% of the total student population over strategy period;
- £6.8bn worth of exports and imports from Manchester Airport alone in 2019;
- A 3 year partnership between Visit Britain and Marketing Manchester, the first non-nation deal of its kind to target international visitors, including the development of a Northern Gateway partnership where Marketing Manchester led international delivery campaigns on behalf of nine Northern destination;
- Further development of the Manchester China Forum and launch of the Manchester India Partnership, two examples of the region taking a unique, long-term approach to developing its relationships with high growth markets.

In March 2020 as the challenges of COVID emerged, much of Greater Manchester’s international activity was paused along with the refresh of the international strategy. An impact assessment, completed in April indicated the adverse impact of COVID and the subsequent travel restrictions were having on all of our international ambitions.

To address these challenges, work on the refresh of the International Strategy was resumed in May, working closely with partners across Greater Manchester, including the International and Marketing Board (IMAB).

The Refresh builds on the current Greater Manchester international priorities and successes of the last three years, but the impact of COVID has brought a renewed urgency and need for the strategy to contribute to recovery planning. The current approach to the Refresh is therefore two-fold:

- Agree the long-term international vision and framework in light of COVID and broader global challenges.
- Address the most immediate and emerging issues brought about by COVID and Brexit.

Consequently, and to support the latter, the Refresh will include a 12 month strategic plan in line with the publication of the Greater Manchester One Year Recovery Plan. The Strategy will be reviewed once again in 2021 to include a more detailed analysis about priority markets and long-term actions post-COVID.

In summary, this Refresh will aim to:

- Reflect on the achievements of the last three years and begin to re-define the city-region's long-term global ambitions, as well as target markets over the next 12 months and the strengths and values it hopes to be known for on an international stage, re-aligning our focus in light of COVID, growing competition and an uncertain landscape;
- Introduce a new strategic framework for international delivery that builds on the 2017 strategy and priorities, begins to consider a series of new metrics and indices to better monitor performance moving forward;
- Consider the accelerating impact that international can have for COVID-19 economic recovery, the delivery of both the GMS and Local Industrial Strategy and how a more coordinated approach on international can help address the new challenges we face;
- Outline how we can better maximise on our sector strengths, increase trade and continue to attract investment, international visitors and students to live, visit and study which will support economic growth and realise benefits for Greater Manchester residents;
- Under the theme of building back better and striving for the development of a cleaner, fairer and greener city region, consider how international engagement can address some of the challenges we face including inequalities, social cohesion and climate change;
- Ensuring that businesses and communities from across the 10 boroughs benefit from the new opportunities that may arise from the International Strategy;
- Highlight our long and proud history of being a welcoming and responsible city region with vibrant and diverse communities across the world with a firm commitment to playing our part in the delivery the UN Sustainable Development Goals.

By building these considerations in to the Refresh, we will have the foundations in place for a full update of the strategy next year, which will become a blueprint for Greater Manchester's international engagement moving forward, bringing together a refreshed international vision, revised priorities and target markets under an enhanced strategic framework. This strategy will help drive growth, support recovery, make Greater Manchester more internationally competitive and in turn bring benefit to our residents and businesses.

The proposal is that the core priorities from the 2017 to 2020 strategy will remain broadly the same, albeit, framed differently and grouped in to two different categories. We have also

proposed added a new priority “City Region Diplomacy” in to the refreshed strategy. Core priorities and Enablers outlined below:

- Five Core Priorities – Investment (Foreign Direct Investment and Foreign Capital Investment), Trade, International Students, Research and Innovation, the Visitor Economy (Business and Leisure)
- Three Enablers – Connectivity (Digital and Physical), City-Region Diplomacy and Greater Manchester Marketing and Branding

1. Introduction

1.1 Context

In 2017, the Greater Manchester Local Enterprise Partnership and GMCA agreed a three-year internationalisation strategy with an overarching aim for Greater Manchester to become a “Top 20 Global City by 2035”. The success of this strategy is measured against a series of objectives:

- Our attractiveness to international investors, visitors, business and academic talent and students;
- Our international cultural and place offer and the propensity of our business base to trade internationally;
- Our success as a key international gateway to the UK – and a gateway to the world for our UK businesses and communities;
- The quality and ease of access and interconnectivity to all places across the city region to maximise the local benefits of Internationalisation across Greater Manchester communities.

In February 2020, a full evidence review was undertaken to understand the regions performance against the existing strategy, in short the region performed well against its strategic objectives. The region saw improved global recognition, further connectivity and an increase in trade, investment, student and visitor numbers over the three-year period.

In March 2020, the refresh of the International Strategy was put on hold as the significant implications of COVID developed. It became clear that the economic uncertainty and restrictions on travel were likely having an adverse impact on Greater Manchester’s international ambitions. To understand this impact, an international COVID impact assessment was delivered in consultation with a range of Greater Manchester partners including Manchester Airport, Marketing Manchester, Greater Manchester Chamber of Commerce, MIDAS, DIT, Greater Manchester’s Universities and Local Authorities. It highlighted the following challenges:

- **Drop in Exports** - Excessive shipping costs, manufacturing bottlenecks and shrinking economies has resulted in UK export performance decreasing 8.5% in Q1 compared to last year. Many of the regions top trading partners (US, France, Germany) have been significantly affected by COVID and it’s likely Greater Manchester’s export performance will be reflective of UK total;
- **Fall in Investment** – In April UNCTAD predicted a 30% to 40% reduction in investment in 2020 due to the emerging economic recession. Despite the predicted fall in investment, some predict an expected increase in sectors such as Biotechnology, E-commerce and Cyber;
- **Reduced flights at Manchester Airport** – Passenger numbers at Manchester Airport decreased to approximately 1000 per day in April compared to a 90k daily average in peak season, while these numbers are recovering slowly as short haul flights return to normality, the impact of COVID is likely to be felt for the next 2-3 years;

- **A significant fall in both business and leisure visitors** – Lock down and restrictions on travel has had a detrimental impact on the regions tourism and leisure sector as well as business conferencing;
- **50% drop off in international students** – While the true picture won't be clear until October 2020, early estimates predicted up to a 50% fall off in international students;
- **Signs of increased negative sentiment towards the UK** – The UK's response to COVID has had a big impact on global perceptions of the UK, and early sentiment surveys show an increase in certain markets, primarily in Asia viewing the UK as un-safe and un-welcoming;
- **Financial challenges for our international delivery agencies** – The uncertain economic landscape and a reliance on private sector funding for some of Greater Manchester's international delivery bodies has led to resourcing and operational challenges.

Many of these challenges have been exacerbated due to continued uncertainty, the global nature of the crisis and limited guidance from Government. The impact assessment also concluded the significant importance international activity has for the region's anchor institutions including Manchester Airport, the universities and conference venues, and in particular the additional economic value that they create.

The impact of COVID on the region's international ambitions and activity is hugely significant; however, it is not the only issue challenging our competitiveness on an international stage. The current geo-political climate, the lack of clarity around the UK's relationship with the EU and the rest of the world creates further complexities and challenges. The UK's response to COVID and departure from the EU may increase negative sentiment towards the UK and lead to growing perception of the UK as an unwelcoming place. While reaffirming Greater Manchester's commitment to international engagement is important at these difficult times, the current geopolitical and economic uncertainty make the refresh of a long term, detailed and specific international strategy a challenging task.

1.2 Refresh Process

A one year COVID recovery plan is being developed and implemented until the full Greater Manchester Strategy refresh next year. For consistency, a similar approach is being taken to approaching the refresh of the International Strategy. The proposal is to publish a One Year International Strategy Refresh and action plan in September 2020. This refresh will address the most pressing challenges facing our international activity and global competitiveness as well as provide a strong framework for a full refresh in 2021.

2. Refresh Approach

2.1 Key Issues

The one-year refresh will look to address the following areas for updating or re-orientation:

- **Vision** - Considering updated global benchmarking, positioning and marketing intelligence, COVID and a fast-changing international landscape, a new long term international vision and shared ambitions will be defined.
- **International as an Accelerator** – the refresh will consider how international engagement can support the ambitions and actions set out in the Local Industrial Strategy, Greater Manchester Strategy and Greater Manchester Economic Recovery plan, emphasising the importance that international engagement plays for re-building and continuing to grow a globally competitive city region. The strategy will also consider how it can align to and support the delivery of a broader suite of strategies and priority policy areas.

- **Global Target Markets** – Short-term priority markets will be identified to reflect the global implications of COVID and the UK's planned foreign policy. New metrics for further analysis will also be considered in preparation for a full refresh in 2021.
- **Priorities** – the refresh will review current international priorities in light of COVID and the new local, national and international context.
- **Monitoring and Performance** – the refresh will begin to consider how a series of new metrics and indices could better monitor performance across priority areas, building on proposals outlined in the Business of Cities report that will measure our strategic position internationally and performance at an implementation level.
- **Implementation and Delivery** - A series of thematic action plans will be developed and embedded within GMCA/partner delivery plans to ensure all stakeholders are actively delivering on their elements of the strategy.
- **Engagement with Government** – the refreshed strategy should be a platform for engaging with Government (BEIS, DIT, DCMS and FCO) to ensure alignment with national priorities and highlight areas of potential joint activity and development of future policies for the benefit of Greater Manchester. The refresh will also consider how it aligns with and supports the delivery of the UK's new Export and Investment strategy and the UK's broader international objectives.

2.2 A New Context

In addition to the significant impact of COVID there have been substantial developments since 2017 in a local, national and international context which must be considered as part of the refresh. A full summary can be found in **Appendix 1**. It is however, important to highlight that National government are also currently re-considering future UK foreign policy including the UK's national trade and investment strategies. We must work closely with government where appropriate on the development of both the one-year and full International Strategy refresh to ensure strategic alignment.

2.3 Key Messages

The refresh will be drafted with a wide range of audiences in mind:

1. **Residents of Greater Manchester** – Recognising the transformational impact internationalisation can bring to a city region and its residents as well as the advantages a culturally diverse population can have for supporting internationalisation;
2. **Businesses of Greater Manchester** – Supporting our businesses to become more aware of the opportunities international engagement present and help them to utilise global trade, investment and R&D partnerships to become more competitive and resilient creating a stronger economy for Greater Manchester;
3. **Greater Manchester Partners and Stakeholders** – Providing a framework for respective international plans and ambitions;
4. **National Government and Opinion Leaders**– Greater Manchester as a key city region for supporting UK's growth ambitions;
5. **International Audience** – Greater Manchester as a globally competitive, diverse and welcoming city region that inspires global leaders, visitors, investors and businesses across the world through our strong sector base, talent and unique offering.

The refreshed strategy will build on several key messages that demonstrate the regions bold international ambitions, the recognition locally of the role that international has in support economic growth and what we hope to be known for on an international stage.

Summary of Key Messages

- A global, diverse, safe and welcoming city region that maximises Greater Manchester's economic diversity and puts social diversity and inclusion at the centre as we continue to strive for equality and opportunity for all of our citizens;
- A city region that recognises internationalisation has a transformational impact on the productivity and prosperity of our city region – a strong international strategy can help create and sustain good quality jobs for the residents of Greater Manchester;
- A city region with a long history of resilience, international appeal and success that strives to remain relevant post-COVID on an increasingly competitive global stage;
- A city region with a pioneering ethos and history of world firsts that today is home to an innovative ecosystem underpinned by our academic institutions and world leading sector strengths, attracting companies from all over the world;
- A globally connected city region both in terms of international route connectivity and our spirit of driving international collaboration;
- A city region with a global reputation for success drawing talent and investment to cities, towns and villages, both within Greater Manchester and across the North, working with and sharing our growth and successes with partners across the North;
- A globally recognised sport, music and cultural offering and a spirit of radicalism and social value, these soft power assets make Greater Manchester unique and a top UK destination for visitors.

2.4 A New Strategic Framework

The priority areas from the 2017 to 2020 strategy will remain broadly the same. To illustrate the close synergy and inter-connectivity between the different priorities they have been grouped under two different categories – **Core Priorities** and **Enablers**.

Core Priorities are defined as the central blocks of the internationalisation. They play a key role in adding significant economic value to the region, are easily measured by specific metrics and indices, drive growth and create jobs.

Trade	Investment – FDI and FCI	Visitor Economy – leisure and business	Research and Innovation Capabilities	International Students
-------	-----------------------------	--	--	---------------------------

Enablers are what gives Greater Manchester its competitive edge and make us unique. They help us connect with the world, learn from others, share our values, and tell Greater Manchester's story well.

Global Perception and Reputation	Connectivity – physical and digital	City-Region Diplomacy
-------------------------------------	--	-----------------------

It is also important to consider Greater Manchester's place in the world and our responsibility in delivering the global agendas of equality, sustainability and social cohesion. This strategy will be a firm commitment to the UN Sustainable Development Goals.

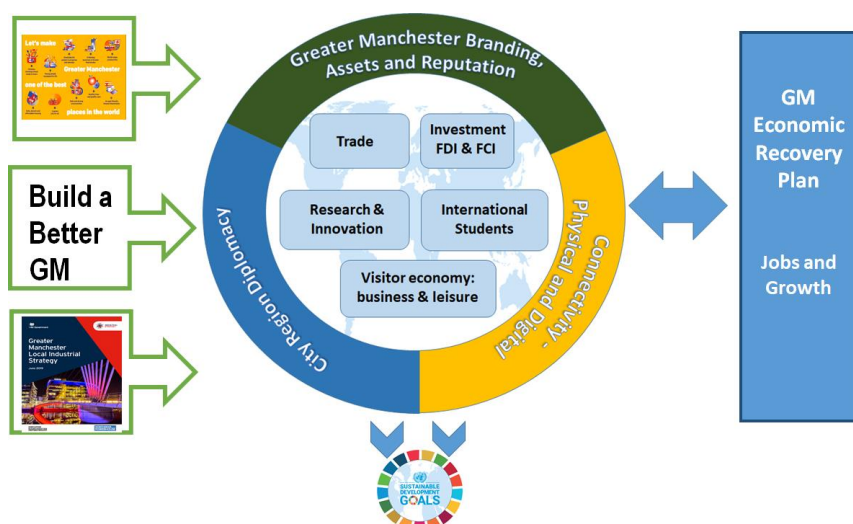


Figure 1 2020 Greater Manchester International Strategy Refresh – Proposed Draft Strategic Framework

2.4.1 Core Priorities

TRADE

Since 2017, the number of Greater Manchester businesses exporting to overseas markets has increased by 8% to 13,043 (2018), leading to an increase of 6% in total exports (£6.8bn).

Both Brexit and COVID have created unprecedented challenges for exporting businesses, experts predict that global trade is likely to decline between 13% and 32% this year as a result of COVID. Despite the significant challenges facing industry and exporters, this continued uncertainty also presents us with a timely opportunity to reconsider Greater Manchester's international trade priorities and activity.

Potential strategic priorities:

- Re-align Greater Manchester's trade priority sectors to the Greater Manchester Local Industrial Strategy priority areas;
- Retain and gain export market value share in our Greater Manchester Top 20 Markets (**Appendix 2**);
- Diversify the regions International Trading Markets – explore other future opportunity markets such as India, Japan, and countries in the Middle East and South Asia;
- Work in partnership with Government and DIT to understand the development of their new Export Strategy (to be published in September 2020);
- Support Greater Manchester businesses to ensure they reach their exporting potential;
- Strategically leverage Greater Manchester's city-to-city links and develop further connections to support businesses access new trade opportunities overseas.

INVESTMENT

Between 2017 and 2020, FDI created 7,485 jobs and added £524m GVA to Greater Manchester's economy. According to the Ernst & Young Attractiveness survey, Greater Manchester is the second most attractive place to invest in the UK after London. In relation to FCI, estimates indicate that over the strategy period Greater Manchester has received over £4bn investment, primarily from UAE, Hong Kong and Mainland China.

The severe economic disruptions caused by COVID will likely have a significant impact on the foreign direct investment decisions of firms. The United Nations Conference on Trade and Development predicts a 30% to 40% reduction in investment in 2020 with energy, basic materials, airlines and the automotive sector suffering the biggest hits. Despite these challenges experts predict a potential uplift in certain sectors including biotechnology, e-commerce and cyber as well as opportunities emerging as a result of a shift to “localisation” and companies beginning to re-shore facilities to address future supply chain challenges.

Potential strategic priorities:

- Re-align Greater Manchester's investment priorities to the new Local Industrial Strategy frontier sectors;
- Work in partnership with Government to understand the development of their new Investment Strategy (to be published in summer 2020);
- Re-instil confidence in investor community that Greater Manchester is a safe place to live, work and invest;
- Work across Greater Manchester to develop and define market/business opportunities for companies to support the delivery of the Local Industrial Strategy.

VISITOR ECONOMY

In 2019, tourism contributed over £9bn to Greater Manchester's economy and supported approximately 101,000 jobs. The conferencing and business tourism sector alone contributed £862m in the same year indicating the significant economic benefit both business and leisure tourism contributes to the region.

Since lockdown measures were introduced Greater Manchester's Visitor Economy sector, which includes hospitality, culture, leisure and retail have all been heavily impacted. It is estimated that by August, Greater Manchester's previous buoyant tourism industry will have lost 47% of its economic value, decreasing its economic contribution from £9bn to £4.2bn.

Potential Strategic Priorities:

- Position Greater Manchester as a strategic city region and promotional partner with national promotional organisations;
- Recover the economic scars created by COVID within the Tourism & Hospitality industry, working with the sector and re-instilling confidence in consumers to travel locally, nationally and internationally;
- Retain and increase Greater Manchester's international visitor market share as the alternative gateway to the UK and level up the economic opportunity of tourism for the NW region (Currently the breakdown of international visits to the UK is split as follows 54% visit London, 10% Scotland, 2% Wales and 33% to the 'rest of England');
- Maximise opportunities for Greater Manchester's as a result of the UK's transition out of the EU by attracting leisure visitors and business conferences to the region;
- Identify and attract valuable domestic and international business conferences and events that align with and reinforce Greater Manchester's priority sector;
- Promote Greater Manchester's cultural, sporting and hospitality assets collectively to gain recognition as a vibrant global city region;

- Support the delivery of an excellent welcome and leading edge customer service offering including developing essential skills and workforce development.

INTERNATIONAL STUDENTS

Greater Manchester's universities attract students from over 160 countries around the world. The promotion of Greater Manchester as a welcoming place with a strong educational offer will continue to be a priority in the Refresh, recognising the importance international students play in supporting the local economy and also as future ambassadors for the city region.

Greater Manchester universities were initially anticipating a 50% drop off on international students for 2020/2021, although the latest signs are more promising. Availability of flights and airline capacity, the closure of visas offices and financial difficulties from families and sponsors are some of the challenges faced by international students, although the Universities and Airport are working closely to try to overcome as many physical barriers as possible.

Potential Strategic Priorities:

- Support students that wish to travel to the UK this year – a Greater Manchester Universities group has been established to develop a coordinated approach to address challenges surrounding flights, quarantine and accommodation;
- Protect and grow Greater Manchester's future international student pipeline;
- Ensure that Greater Manchester is perceived as a safe and welcoming city region to study – British Council sentiment surveys show increased negative perceptions towards the UK due to its COVID response;
- Build on Greater Manchester's excellent study offer through the development of unique experience and opportunities such as work and volunteering placements;
- Leverage Greater Manchester's Global Alumni Networks – International students are life-long Ambassadors to Greater Manchester;

RESEARCH AND INNOVATION

Greater Manchester has a strong community of world leading research talent with an international reputation across key sectors of industry including energy, biotech, health innovation, digital technologies, advanced materials and global inequalities. By increasing our international research collaborations and connecting our innovation ecosystems with global equivalents more effectively we can create new business opportunities and work with global partners to develop, test and commercialise new solutions to address societal challenges.

Mitigation measures and social distancing have affected the work of researchers and research groups. Feedback from the universities suggests that conversations are continuing with overseas partners indicating that there is an appetite to collaborate, despite the limitations and challenges caused by COVID. Looking forward concerns around funding and the outcome of the UK-EU negotiations remain a concern for Greater Manchester's research and innovation players, in particular the participation of the UK in the future R&D&I EU funding programme, Horizon Europe, which has been one of the main source of funding for research partnerships over the years.

Potential Strategic Priorities:

- Position Greater Manchester as an innovative and ambition city region committed to solving societal challenges through science and technology;

- Attract investment and talent into Greater Manchester's leading research areas and innovation assets, increasing the impact of investment to meet the strategic needs of the Greater Manchester economy;
- Foster international research and innovation partnerships and promoting our research and innovation capabilities globally;
- Promote Greater Manchester as a top location for global companies to establish their R&D operations across the regions priority sectors;
- Develop City-to-City Collaborations that create partnerships between international scale-up programmes and promotes collaboration between institutions, innovation hubs and businesses.

2.4.2 Enablers

GLOBAL PERCEPTION AND REPUTATION

Over the last three years, significant work has been undertaken promoting Greater Manchester on an international stage. Highlights include the recent development of the Greater Manchester Brand Framework, helping to coordinate clear Greater Manchester messaging across priority areas and detailed intelligence of the regions global performance across a number of indices. The Business of Cities work, published in 2019 provides Greater Manchester with additional intelligence and competitor analysis against over 500 global city indices, enabling us to understand how the region benchmarks in comparison to other peer cities in perception and performance. Not only has Greater Manchester's position on the Anholt City Band index rose from 27th in 2016 to 24th in 2019 but the region has also made improvements in several global city perception and performance indexes including Innovation Ecosystems, Workforce & Talent and Global Reach. There are several areas where Greater Manchester stands out; ranking in a top 25 global position for: Millennial and student appeal and attraction; Social Diversity and Inclusion; Business and real estate friendliness and investor readiness; and Visibility and Buzz.

The impact of COVID and the lockdown have significantly affected several sectors that are vital to the Greater Manchester's vibrant place shaping and economy including hospitality, retail, culture and sports industries. The UK's transition out of the EU may also affect our global brand positioning and cause reputational damage if left unchecked. Sentiment surveys already indicate that the UK is perceived as unwelcoming place due Brexit. The UK's response to COVID has now also resulted in the country being perceived as unsafe. Increased competition from other city regions where countries may have responded more positively may reduce Greater Manchester's international standing and market share. Looking forward, Greater Manchester must re-think and adapt its brand messaging to rebuild confidence in the region as a great place to visit, live, work and study.

Potential Strategic Priorities:

- Further investment in assets across Greater Manchester that are required to create a truly global city region;
- Strengthen Greater Manchester's global positioning and perceptions by implementing Business of Cities Research recommendations;
- Promoting Greater Manchester as a safe, welcoming and diverse city region as a place to visit, do business, meet, invest, live and study (Find Your Space campaign);
- Initiate focussed and sustained communication of Greater Manchester's ambitions, unique selling points and Greater Manchester Local Industrial Strategy priority

sectors, creating new opportunities to strengthen the regions brand both nationally and globally.

CONNECTIVITY

International and national connectivity (by air or land), along with digital connectivity is a key driver and enabler for delivering our international priorities and connecting residents, policy makers and businesses with the world.

Manchester Airport, as the UK's third largest airport is recognised widely across Greater Manchester as a critical growth asset for the North of England and key driver for internationalisation. In 2019, Manchester Airport added £4.5bn GVA and 76,000 jobs to the region. COVID and the travel restrictions implemented across the world have had a detrimental impact on Manchester Airport. The unknown of how the pandemic will develop, limited financial support from Government and lack of clarity around travel corridors have all intensified the challenges and resulted in scenario planning being more complex and uncertain.

Potential Strategic Priorities:

- Continue to lobby government on the support needed to ensure a full and speedy recovery of the UK aviation sector;
- Look to work with government on the development of a new UK Aviation Strategy to support the industry and its broader supply chain to recover from the implications of COVID;
- Re-instate long haul routes and look to secure further direct flights. Secure further connectivity with Greater Manchester's priority markets including the US and India;
- Work with government to accelerate investment commitments to HS2 and NPH rail to improve Greater Manchester's ground connectivity to the broader Northern region, maximising Greater Manchester's global competitiveness and ensuring benefits flow to all parts of the North.

CITY REGION DIPLOMACY

City Region Diplomacy and city-to-city collaborations can play a significant role in driving the regions international ambitions and supporting economic recovery. By leveraging the cities recognised strengths, soft power assets and connections, Greater Manchester can develop further links at a city region level to promote trade, investment, innovation collaboration, policy and people-to-people exchange.

As COVID has brought the global economy to a standstill, some global diplomatic relationships have become fractured. Despite rising tensions at a national level, city regions are continuing to collaborate and cooperate both independently and through city networks such as the C40, Covenants of Mayors, Resilient Cities Catalyst, World Economic Forum and Eurocities. These global networks have created strong platforms for city regions to share ideas, collaborate and challenge the norm.

Global cities share similar challenges such as inequality, poverty and climate change, many of which have been exacerbated as a result of COVID. COVID recovery presents an opportunity for Greater Manchester to work together with other global cities to address these global challenges and consider how our recovery from COVID can be focused on developing a greener, more resilient and equitable society, working together to ensure these values become the new normal.

The Mayor, Deputy Mayors, and the GMCA Economy Portfolio Lead will be the leading political voices supporting Greater Manchester international agenda. They will champion Greater Manchester's values internationally, be a leading voice on both a national and international stage on policy debates that are important to the region as well as promote the region as the best place to invest, visit, study and live.

Potential Strategic Priorities:

- Strengthen and broaden existing city-to-city collaboration agreements with Barcelona, Lyon, Ulsan, Tianjin and Bangalore to include business to business partnerships that promote further trade, investment and research collaboration between businesses and institutions;
- Develop a City Region Diplomacy Plan which identifies a small number of new strategic city relationships Greater Manchester hopes to develop over the next 12 months;
- Develop a 2020-21 Mayoral Mission Plan in partnerships with key Greater Manchester stakeholders – initial focus will be on developing a virtual trade and investment missions program;
- Explore opportunities emerging from the 10 boroughs that may benefit from city-to-city international partnerships and missions, for example, investment, trade and diaspora links.

3. Global Target Markets

Greater Manchester has many strong relationships around the world. A detailed analysis of these existing links was carried out during the development of the 2017 international strategy and a refreshed analysis was completed in 2020 as part of evidence base review. A further analysis of Greater Manchester's city-to-city collaborations was also to understand where in the world we have the most active city relationships. This research has led to Greater Manchester having a clear understanding of its main international partners across a range of priority areas.

While this in-depth understanding would in normal times be a strong evidence base for identifying future opportunities, over the last few months the world has changed drastically. This change is likely to continue over coming months as the further implications of COVID are understood, and details behind the UK's future trading relationships emerge. While this international refresh presents a timely opportunity to review the regions long-term priority target markets, the current uncertainty makes the exercise a challenging one.

The proposed refresh will instead consider short-term priority markets based on the following metrics:

- **Greater Manchester's strongest markets based on historical performance data including export, import, FDI, FCI students, research and visitors.**
- **Existing Relationships**
 - China – Manchester China Forum
 - India – Manchester India Partnership
 - United States – Building on MIDAS US strategy and MM's partnership with New York and Partners
 - Europe – existing partnerships with France, Ireland, Spain, Germany and The Netherlands
- **UK Future Foreign Policy**

- UK Free Trade Agreements with the US and Japan;
- **Economic impact of COVID and future growth projections**
 - IMF Economic Outlook Growth Projections
 - World Bank Growth Projections
 - OECD Growth Projections

A more comprehensive review of Greater Manchester priority markets will be undertaken for the full refresh in 2021 when there is further clarity on the UK's future trading relationships and the broader economic implications of COVID. Future metrics will also likely consider:

- **Greater Manchester Family Priority Markets**
 - Manchester Airport target routes;
 - University priority markets for international students and research collaboration;
- **Other International Considerations**
 - DIT/DCMS and GEAT Target markets
 - UK's plans to join the Comprehensive and Progressive Agreement for Trans-Pacific Partnership (CPTPP) a free trade agreement between Canada and 10 other countries in the Asia-Pacific region including Australia, Japan, Malaysia, Mexico, New Zealand, Singapore and Vietnam.
 - LIS opportunity markets
 - Refreshed IMF and World Bank Growth Projections
 - Ease of Doing Business;
 - Soft power opportunity;
 - Geopolitical tensions and challenges;
 - LIS sector target markets for business conferences and events;
 - Leading international cities

4. Next Steps

Action	Date
Discuss and agree strategic framework and key messages	July - September
Agree metrics to identifying target markets and complete further research and analysis	
Work across relevant Greater Manchester partners and delivery bodies to further develop and agree content, goals and relevant actions across the five priority areas and three drivers	
One Year Strategy Launch	September 2020
<i>Publish full international refresh – October 2021</i>	<i>October 2021</i>

Appendix 1. Refresh – A New Context

In addition to the significant impact of COVID there have been substantial developments since 2017 in a local, national and international context which must be considered as part of the refresh.

Local

- Since 2017 a significant amount of work has gone into the development of new strategies and ambitions including the launch of **The Greater Manchester Local Industrial Strategy** which places importance on increasing exports, inward investment and R&D for productivity and growth in the region, **The Greater Manchester Strategy** and a broader suite of strategies including **Digital Strategy**, **Cultural Strategy**, **Business Tourism Strategy** and **5 Year Environment Plan**;
- Development of specific market strategies for China, India and the US which have supported a more strategic and intelligence led approach to attracting inward investment;
- A significant amount of work on coordinating an approach to the Marketing of Greater Manchester;
- A large amount of research through Business of Cities to better understand how Greater Manchester benchmarks against other cities globally;
- The election of a Mayor and enhanced profile of the GMCA leading to a significant increase in international visit requests including from High Commissioners, Ambassadors, Foreign Ministers and Mayors;
- Increased emphasis on the importance of city region and cluster partnerships including the signing of agreements with Barcelona, Ulsan, Tianjin, Sylhet and Bangalore;
- Increased coordination of NPH activity in relation to trade and investment through the Greater Manchester Local Enterprise Partnership and Growth Company;
- Further development of the Manchester China Forum and creation of the Manchester India Partnership;
- A 3 year partnership with Visit Britain, the first non-nation DMO for a UK region;
- Two Mayoral Missions (India and China);
- Promotional partnership with NYC & Company and strengthening relationships with the tourism offices in Berlin and Barcelona.

National

- Uncertainty around the UK's future relationship with the European Union;
- development of new free trade agreements with US, Canada, Australia, New Zealand, Japan and the future UK membership to the Comprehensive and Progressive Agreement for Trans-Pacific Partnership;
- Global Britain and the UK's future ambitions;
- The development of a new Export and Investment strategy for the UK;
- Publication of the International Research and Innovation Strategy by BEIS;
- Two general elections and the “levelling up” agenda placing significant emphasis on rebalancing the UK, creating a window of opportunity for Greater Manchester to work more closely on the drafting of international policy that's beneficial for Greater Manchester;
- New emerging markets and increased global competition;
- An increase in activity of global city regions such as Amsterdam and Barcelona promoting a greener, fairer and more equal agenda on the international stage through global city networks to create a fairer more inclusive global recovery with cities and people at the centre of the new normal;
- An increasing global trend of “localisation”, supply chain re-shoring, growing protectionism and further tensions between the US and China.

International

- An increasing global trend of “localisation”, supply chain re-shoring;
- Growing protectionism and growing tensions between the US and China;
- Huawei, UK security decisions and the implications certain choices may have on the UK's relationship with the US;
- A growing negative sentiment towards the UK in certain markets as a result of COVID and Brexit.

Appendix 2 - Greater Manchester Top Export Markets (2018)

Country	Value of Exports (£ million)
Germany	820
Irish Republic	714
USA	633
France	455
Netherlands	339
China	279
Belgium	271
Italy	264
Spain	247
Poland	180
Sweden	138
Turkey	132
India	90
Other Asia and Oceania	80
Denmark	75
Hong Kong	65
South Korea	46
Vietnam	36
Pakistan	32
Slovakia	18

Appendix 3. Further Research and Existing Gaps

- Analysis of HMRC Export and Imports
 - 2019 Trade Data
 - Q1 2020 Trade Data
- Analysis of short-term future priority markets based on - existing relationship strength, IMF Growth Projections, World Bank Growth Projections, OECD Growth Projections, UK FTA's and Existing relationships.
- Economic impact and GVA (where possible) of each core international priority area to Greater Manchester
- Break down of the communities and diaspora that make up Greater Manchester
- Case studies across all 8-priority areas to bring the strategy to life, to show case the breadth of international activity across the region and the benefit it has for the residents and businesses of Greater Manchester



GM LOCAL ENTERPRISE PARTNERSHIP BOARD

SUBJECT: GM Local Enterprise Partnership Governance Update

DATE: 4th August 2020

FROM: Lou Cordwell and Mo Isap

PURPOSE OF REPORT

This report sets out an update on the recruitment process to fill the current Board vacancies.

RECOMMENDATIONS

The LEP Board is asked to

- consider the report and provide feedback
- approve the appointment of Penna to support the recruitment to the current vacancies in line with the LEP's diversity and representation principles.

CONTACT OFFICERS:

Simon Nokes, Executive Director Research and Strategy
simon.nokes@greatermanchester-ca.go.uk

David Rogerson, Economy Principal
david.rogerson@greatermanchester-ca.gov.uk

1. INTRODUCTION

- 1.1 At their meeting in July, the Board received an update on the governance of the GM LEP and the composition of the Board including current vacancies.
- 1.2 The LEP consists of 15 Board members: 11 private sector members (including 2 vacancies) and 4 GMCA members including the Mayor. The Board is also supported by two ex-officio members in their roles as chairs of the International Marketing Advisory Board and Business Support and Business Finance Advisory Board
- 1.3 Private sector members of the GM LEP are appointed 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.
- 1.4 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.
- 1.5 The Board agreed to a review of Board membership to recruit to the current vacancies in line with the LEP's diversity and representation principles

3. LEP BOARD RECRUITMENT

- 3.1 The most recent review of private sector members was concluded early in the financial year 2019-20 with current terms of office concluding in March 2021. Since then, two Board members have stepped down and the Board allocated funding of up to £20,000 in March 2020 for a membership review to be completed to recruit new Board members to fill these positions.
- 3.2 That initial review was supported by Penna recruitment consultants who have provided a proposal to support the recruitment to the current Board vacancies in a transparent and robust manner in line with the Terms of Reference and current good practice.
- 3.3 As part of the LEP's commitment to equality, the review of membership will focus on the need to ensure that the LEP reflects the breadth of economic sectors and is reflective of the wider GM population.
- 3.4 The Board have provided feedback on some of the key with industry sectors whose skills and experience could strengthen the LEP including clean energy; culture; hospitality retail; social enterprise; and innovation.
- 3.5 The consultants will advise on the best approach to attract new potential candidates. This will include a 4 week online recruitment campaign outlining the LEP Board role and person specification on the GMCA and LEP websites along with leading media sites such as the Guardian and Sunday Times.
- 3.6 As in previous memberships reviews, this approach been complemented by publication on <https://intouchnetworks.com/> (a leading site for non-executive and

trustee roles with over 35,000 registered members bringing global reach across all sectors and industries).

- 3.7 The consultants will also explore attracting a talent through a range of further advertising options with a focus on diversity and inclusion alongside promotion of the roles through professional BAME networks.
- 3.8 For instance, Penna have recently developed our their Diversity group on LinkedIn called 'Diversity at Penna' with links to over 30 Equality and Diversity groups as well as business professionals across the UK.
- 3.9 Penna also houses their own Diversity & Inclusion communications practice and have worked with partners to organise events aimed at increasing the number of candidates from BAME backgrounds and women.
- 3.10 The consultants will operate within a clear set of equalities-based principles, building on their work with the Black and Minority Ethnic Leadership Initiative supporting leaders in public service (the BALI Programme). This includes reducing any perceived barriers, testing the role profile and supporting marketing collateral for appropriate language and any unconscious bias.
- 3.11 The consultants will assess any new candidates against the person specification (see annexe) to identify a shortlist prior to interview based on these criteria along with their broader capacity and experience.
- 3.12 Interviews of existing board members and new shortlisted candidates will be carried out by the LEP Co-Chairs and a public sector LEP member supported by the consultants.
- 3.13 Successful candidates will then be appointed to the board subject to formal confirmation from GMCA.
- 3.14 It will also be useful for the membership review to provide a pool of suitable candidates who can fill any further vacancies that may arise over the coming months, without the need for a further recruitment process.
- 3.15 This includes ensuring that the range and level of representation remains appropriate and that LEP members have the necessary skills and capacity to contribute to the LEP's expanding role.

RECOMMENDATIONS

- 5.1 The Board is asked to provide any feedback on this report and approve the appointment of Penna to support the recruitment to the current vacancies in line with the LEP's diversity and representation principles.

Annexe
Greater Manchester Local Enterprise Partnership
LEP Board Member Person Specification

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



GM LOCAL ENTERPRISE PARTNERSHIP BOARD

SUBJECT: GM Good Employment Charter

DATE: 4th August 2020

FROM: Ian MacArthur, Head of the Good Employment Charter Implementation Unit

PURPOSE OF REPORT

This report sets out a summary of activities and engagement undertaken and planned by the Charter Implementation Unit since the launch of the Supporters' Network on 22nd July 2019.

RECOMMENDATIONS

The LEP Board is asked to note the report and consider how it can further support and promote the work of the Good Employment Charter.

CONTACT OFFICERS:

Ian MacArthur, Head of Good Employment Charter Implementation Unit
Ian.MacArthur@growthco.uk

1. INTRODUCTION

- 1.1 The Greater Manchester Good Employment Charter is a voluntary membership and assessment scheme that aims to raise employment standards across GM, for all organisations of any size, sector or geography.
- 1.2 The Charter was established recognising that despite its underlying economic strength, there are issues with the quality of work in Greater Manchester. Specifically:
 - Wages not meeting the cost of living
 - Accessibility and flexibility not offered in roles leading to a lack of diversity, and
 - Unstable, low paid work is on the rise
- 1.3 The issues are likely to deepen and become more significant as the GM economy adapts to living with COVID-19 and recovers from its impact. However, it is also becoming increasingly apparent that good employment standards and practice are not only vital for *Building Back Better*, they are also fundamental to strengthening our public health resilience in the face of future 'second waves' or future pandemic threats.

2. GOOD EMPLOYMENT CHARTER DEVELOPMENT

- 2.1 The Greater Manchester Strategy Implementation Plan included the development of a GM Good Employment Charter in order to help deliver the priorities of 'good jobs with opportunities for people to progress and develop' and 'a thriving and productive economy in all parts of Greater Manchester'. The Charter was being developed through a process of co-design – involving employers from all sectors, employees, districts and other experts.
- 2.2 Following a process of co-design, and consultation in March 2018 and October 2018, a model was developed for the Charter. This delivered a tiered structure, with an initial tier of Supporters, and then Membership, and then Advocates. This was envisaged to:
 - Engage a wide range of businesses, public service providers and voluntary and community sector organisations, while
 - Encouraging them to meet higher employment standards by progressing up the tiers, learning from best practice, and thereby improve productivity and service quality.
- 2.3 There was strong and widespread support for this approach in the consultation, establishing the Charter as a journey for employers, rather than an assessment at a single point in time.
- 2.4 The agreed Charter Framework sets out seven key characteristics for good employment practice:
 - I. Secure work;

- II. Flexible work;
 - III. Real living wage;
 - IV. Engagement & voice;
 - V. Recruitment;
 - VI. People management;
 - VII. Health & Wellbeing.
- 2.5 Whilst not set out explicitly as a singular characteristic, equality, diversity and inclusion are underpinning values that guide and inform the standards that employers must work towards.
- 2.6 All employers initially engage with the Good Employment Charter as Supporters and commit to improving their employment practice across the seven characteristics. Signing up as a Supporter opens up a network of likeminded employers as well as a range of bespoke resources to support employers in developing their policies and practice, including events and webinars.
- 2.7 The Supporters' Network was launched in July 2019.
- 2.8 During the Autumn of 2019 the Greater Manchester Good Employment Charter Unit was established (hosted by the Growth Company) and very quickly set-up a pilot group of employers, covering all sectors, scale and geography, to work on the development of membership criteria for the Characteristics.
- 2.9 The work of this pilot group fed into a large working conference attended by a wide range of invited stakeholders in November 2019. Held in the Mechanic's Institute in central Manchester, c.100 delegates attended the 'Setting the Standards' conference working across 16 different workshops to develop practical criteria. The workshops were ably facilitated by senior ACAS staff, with the Universities (Manchester University and Manchester Metropolitan University) providing rapporteurs for each work stream. The Mayor attended at the end of the day to receive the feedback on the work of the day.
- 2.10 The results of that event led to the development of detailed membership criteria that were launched in January 2020, when the first six Charter Members were announced:
- Back on Track
 - Bruntwood
 - Electricity Northwest
 - Making You Content
 - Oldham College
 - Rawlinson's Knitwear
- 2.11 The final Membership Criteria can be found here:
<https://www.gmgoodemploymentcharter.co.uk/media/1091/membership-criteria-final-gm-good-employment-charter-jan-2020.pdf>

3 GOOD EMPLOYMENT CHARTER DELIVERY

- 3.1 At the time of the launch of the Supporters' Network (July 2019) some 60 employers had expressed their commitment to sign up as supporters of the Charter. Since then, over 220 employers have engaged with the Implementation Unit seeking further information and wishing to join as Supporters. Over 110 employers have now completed their registration forms and the remainder are being contacted and followed up to ensure they also formally sign up as Supporters. The current scope of employees covered by Charter Supporters is c.200,000
- 3.2 Following on from the Membership launch(January 2020), the Charter Unit has been assessing existing Supporter employers to ensure that they meet the standards for membership and working through an independent technical panel, consisting of experts from ACAS, CIPD, MMU and GMCA, to scrutinize and robustly challenge the employer's suitability to become a member of the charter. Currently 10 employers are being assessed and will be considered for membership by the Charter Advisory Board.
- 3.3 Since September 2019 and prior to COVID-19 'lockdown', the Charter Implementation Unit has arranged monthly Supporters' Network events. These monthly breakfast sessions, running for 1.5 hrs from 08:30 - 10:00, occurred on the second Wednesday of each month. Each event covered a topic related to the seven characteristics of good employment, with expert speakers from aligned organisations or partners of the charter, and first-hand examples from employers.
- 3.4 The purpose of Supporters' Network events is to bring together Supporters from across size, sector and geography and give them an opportunity to network and share good employment best practices. This networking opportunity came through as a key element that employers were interested in from the Charter. Each event then covers a subject related to good employment, with the idea being to educate, engage, and inspire employers, with a focus on easily implementable key takeaways for attendees.
- 3.5 Supporters' Network events see an average attendance of 50 employers, with cross-sector representation from public, private and third. The events thus far have been held in central locations. See table below for event date, topic, blog recap, number of attendees, and venue.

Date	Topic	# Attendees	Location
11 Sep 2019	Mental Health & Wellbeing with MIND Blog recap	60	GM Chamber of Commerce
09 Oct 2019	Modern Slavery in Workplaces and Human Trafficking with Slave-Free Alliance Blog recap	30	Knights plc Office at Two Saint Peter's Square

13 Nov 2019	Real Living Wage with the Living Wage Foundation and GM Living Wage Campaign Blog recap	45	Salford Museum and Art Gallery
11 Dec 2019	Workplace Activity with GreaterSport Blog recap	65	ARUP Office at 3 Piccadilly Place
12 Feb 2020	Recruitment for Youth and Ageing Communities with GMCVO's GMs Hidden Talent and GMCA's GM Ageing Hub Blog recap	55	CityCo Manchester
11 Mar 2020	Employment Law Updates with Acas (No blog recap due to timeliness of employment law information)	55	Huckletree in the Express Building

3.6 As delivering the normal Supporters' Network events through COVID-19 restrictions would not be possible beyond March 2020, the team have moved these events online as webinars using the Livestorm platform. The focus of event topics has been changed to cover characteristics most affected by changes to workplaces because of COVID-19.

Date	Topic	# Registrants	# Attendees
22 Apr 2020	COVID-19 Response and Discussion from the Perspective of Health and Wellbeing with Guest Speakers: <ul style="list-style-type: none"> Daphne Doody (CIPD) Nicola Ryan (Rowlinson Knitwear) Geoffrey Leigh Blog recap and recording	115	80
7 May 2020	Building Back Better: How will COVID-19 change employment standards? With Guest Speakers: <ul style="list-style-type: none"> Andy Burnham (Mayor of GM) Clive Memmott (GM Chamber of Commerce) Sam Clark (Acas) Blog Recap and Recording	156	91
21 May 2020	Home Working: Improving WFH from an ergonomic, mental health, and management perspective with Guest Speakers: <ul style="list-style-type: none"> Professor Sir Cary Cooper CBE Emma Degg (NWBLT) Debby Hallett (BASF) Blog Recap and Recording	95	56

04 Jun 2020	Flexible Working: From crisis to opportunity, redesigning the workplace in partnership with Timewise. <u>Blog Recap and Recording</u>	Capacity: 50	38
18 Jun 2020	Equality Matters: Addressing inequalities in the workplace exposed or exacerbated by COVID-19 with Guest Speakers: <ul style="list-style-type: none"> • Sharon Amesu (IoD) • John Hacking (GM Living Wage Campaign) • Donald Moore (Rowlinson Knitwear) 	90	57
8 July 2020	People Management: Changing Landscape during and post lockdown with Guest Speakers: <ul style="list-style-type: none"> • Virginie Ghaznavi, The Growth Company • Tricia Nelson, Ernst & Young UK • Ben Willmott, CIPD 	80	49
23 July 2020	Equality Matters: Disabled People and COVID-19 with Guest Speakers: <ul style="list-style-type: none"> • Michele Scattergood, Breakthrough UK • Kate Headley, The Clear Company, • Lee Jefcott, Brabners • James Williams, Lloyds Banking Group 	68	41

- 3.7 Working with partners of the Charter, TUC, ACAS, GreaterSport, Adecco and others, further webinars are planned for the Autumn on re-opening safely, employee voice as well as other specific equality issues. Shifting these events online has increased attendance and capacity, as webinars are accessible to more Supporters than traditional events, extending the reach. With the success of these webinars, the Unit is planning to incorporate webinars into the mix going forward, in addition to regular events.

4 BUILDING BACK BETTER – FUTURE PRIORITIES AND WORKSTREAMS

- 4.1 As well as continuing to recruit new supporters and working with them to become full members, through our analysis of pre-COVID-19 employer needs emerging themes sat in three main areas:
- Flexible work – in general, most organisations support this characteristic, but many employers need support to address manage its introduction and implementation
 - Developing excellent recruitment and progression opportunities - this is an area that many have recognised as a priority but are struggling to achieve.
 - Real living wage – this is an emotive issue as most supporters do pay the RLW but for those that currently don't, it can be a problematic aspiration.

- 4.2 COVID-19 has changed the employment landscape significantly and whilst the thematic priorities identified above have become even more acute in their relevance, it is also clear that subjects relating to health and wellbeing (particularly mental wellbeing), and the development of management and leadership capacity are also top priorities for action.
- 4.3 More generally, COVID-19 has demonstrated the fundamental need to build resilience especially in the foundational economy through more secure and better paid work. and the Charter will now turn to target engagement with key sectors across social care, retail, hospitality etc, to promote the absolute need to place good employment practice at the heart of our progress to economic recovery.

This page is intentionally left blank

GREATER MANCHESTER **GOOD** EMPLOYMENT CHARTER

Supported by



GMCA GREATER
MANCHESTER
COMBINED
AUTHORITY

ANDY BURNHAM
MAYOR OF
GREATER
MANCHESTER

Ian MacArthur
Head of Good Employment Charter
Implementation Unit

What is the **Charter**?



Page 42

The Greater Manchester Good Employment Charter is a voluntary membership and assessment scheme that aims to **raise employment standards across GM**, for all organisations of any size, sector or geography.

Charter Timeline



GMCA approves the Charter framework



Pilot Group established, first Supporters Network Event



Launched Membership Criteria and announced first six Members

Page 43

March 2019

July 2019

September 2019

November 2019

January 2020



Supporters Network launched and first Supporters recruited



'Setting the Standards' working conference



Why is the Charter important?



Despite its underlying economic strength, there are **issues with the quality of work** in Greater Manchester.



Wages not meeting the cost of living



Accessibility and flexibility not offered in roles leads to lack of diversity



Unstable, low paid work is on the rise

Our Tiers of Involvement



Supporters

Employers that **support** the aim of the Charter and have made a **commitment** to improving practice.



Members

Employers that have been **Supporters** and provided evidence to meet the **membership criteria**.



Advocates

Individuals that **excel** in characteristics of good employment and **share** their expertise with others.

Characteristics of Good Employment



Page 46



Real Living Wage



Secure Work



Engagement & Voice



Flexible Work



Recruitment



People Management



Health & Wellbeing

200+ Employers

Employers engaged in the process



80+ Supporters

Employers signed up to the Charter

200,000+ Employees

Employees covered by Supporters

Our First Members



Page 48



- Back on Track
- Bruntwood
- Electricity North West
- Making You Content
- Oldham College
- Rowlinson Knitwear



COVID-19 Response

GREATER MANCHESTER
**GOOD
EMPLOYMENT
CHARTER**

Page 49



[GMgoodemploymentcharter.co.uk](https://gmgoodemploymentcharter.co.uk)

COVID-19 Response



Impact of COVID-19 on Good Employment

Page 50

Equalities

Employees at greater risk **must not be disadvantaged** by employers response.

People Management

Managers have to face **new ways of working**, and keep teams united.

Flexible Work

Moving forward with **flexible adjustments** when reopening.

Health and Wellbeing

Greater focus on the **mental and physical health** of the workforce.



Sept 2019
Mental Wellbeing
with Mind Manchester



Oct 2019
Human Trafficking
with Slave Free Alliance



Nov 2019
Real Living Wage
with GM Poverty Alliance,
RLWF, Anchor Removals



Dec 2019
Active Workplaces
with Greater Sport and
ARUP



Feb 2020
Recruitment
with GMCVO, Centre for
Ageing Better, GMCA



March 2020
Employment Law
with Acas



Supporters Network Events

Supporters Network **Webinars**



Page 52



22 April 2020
Health & Wellbeing
with Rowlinson's, CIPD and
Geoffrey Leigh

7 May 2020
Build Back Better
with Andy Burnham, GM
Chamber and Acas

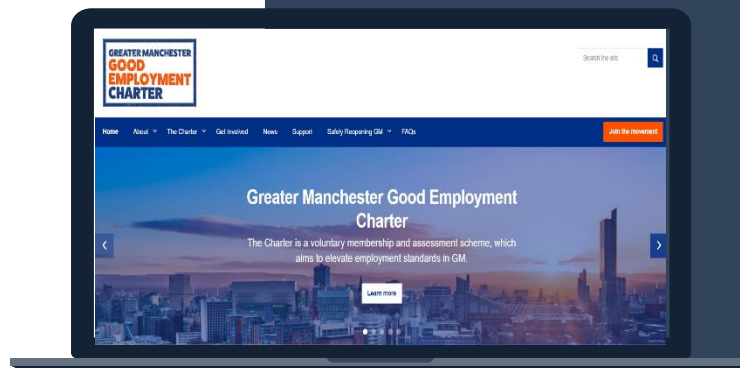
21 May 2020
Home Working
with Cary Cooper, BASF
and NWBLT

04 June 2020
Flexible Working
Interactive workshop with
Timewise

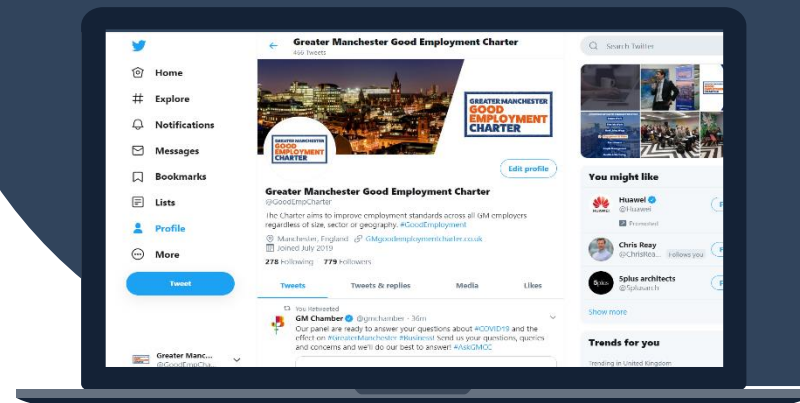
18 June 2020
Equality Issues
with IoD, GM Living Wage
Campaign & Rowlinson's

Our website

- News & Blogs
- FAQs
- Resources
- Supporters Commitment
- Membership Criteria
- Latest updates available on Twitter



GMgoodemploymentcharter.co.uk



[@GoodEmpCharter](https://twitter.com/GoodEmpCharter)

Partner Resources



Page 54

acas working
for everyone

 Business
Growth Hub

CIPD
Chartered Institute
of Personnel and
Development

GREATERSPORT



And many more!

[GMgoodemploymentcharter.co.uk](https://gmgoodemploymentcharter.co.uk)

Meet the Team



Page 55



Ian MacArthur

Head of the Charter

ian.macarthur@growthco.uk



Carol Halford

Manager of the Charter

carol.halford@growthco.uk



Julia Shepek

Marketing & Communications

julia.shepek@growthco.uk



Georgia Carly

Digital Marketing Apprentice

georgia.carly@growthco.uk

Thank You, Questions?

**GREATER MANCHESTER
GOOD
EMPLOYMENT
CHARTER**

Page 56

Supported by



GMCA GREATER
MANCHESTER
COMBINED
AUTHORITY

ANDY BURNHAM
MAYOR OF
GREATER
MANCHESTER

[GMgoodemploymentcharter.co.uk](https://gmgoodemploymentcharter.co.uk)

 @GoodEmpCharter

#goodemployment



GM LOCAL ENTERPRISE PARTNERSHIP BOARD

SUBJECT: GM LEP Diversity and Inclusion Action Plan

DATE: 4th August 2020

FROM: Vanda Murray

PURPOSE OF REPORT

This report sets out the initial thinking on how the LEP could use its private sector experience and expertise to develop an Action Plan to promote greater diversity and inclusion within all the work of the LEP itself, within the private sector, and to add value to wider GM policy development and delivery.

RECOMMENDATIONS

The LEP Board is asked to provide feedback on the report and provide suggestions on the development of the Action Plan.

CONTACT OFFICERS:

Simon Nokes, Executive Director of Policy and Strategy
simon.nokes@greatermanchester-ca.gov.uk

1. INTRODUCTION

- 1.1 The GM Local Enterprise Partnership sits at the heart of Greater Manchester's governance arrangements, ensuring that business leaders are empowered to set the strategic course, determine local priorities and drive growth and job creation within the city region working in partnership with GMCA.
- 1.2 As part of this approach, the LEP set out a commitment to diversity that recognises that the Board works on behalf of all the people of Greater Manchester and understands that different people bring different ideas, knowledge and perspectives. The Board appointed Vanda Murray as its Diversity Champion to lead on issues of diversity and inclusion.
- 1.3 At their meeting in July, the Board discussed how the LEP could use its business experience and expertise to promote greater diversity and inclusion within all the work of the LEP itself, the private sector and to add value to wider GM policy development and delivery.
- 1.4 The Board agreed to develop an Action Plan (including both the work of the LEP itself but also linking to the Good Employment Charter) to support employers in boosting diversity. This report sets out the initial thinking on how this could be taken forward and includes a number of ideas to help inform discussion.

2. GM GOOD EMPLOYMENT CHARTER

- 2.1 The LEP has been a consistent supporter of the Greater Manchester Good Employment Charter which was created to improve employment standards across all GM employers. The Charter is underpinned by principles encouraging equality, diversity and innovation and sets out seven key characteristics of good employment ensuring people are paid fairly for their work, treated appropriately and provided with inclusive opportunity.
- 2.2 The Charter recognises that a diverse workforce which reflects the diverse range of customers, service users and the community in which they are based are more creative, and more innovative. Having a wide range of skills and experience that reflects all of society, including those with disabilities, from varying ethnic backgrounds or offers a balanced gender representation means that businesses are more likely to design products and services for a broader base.
- 2.3 There is also a strong link between gender-balanced organisations and corporate performance. Businesses that fully embrace diversity in all its facets whether a higher ethnic mix or a mix of men and women responsible for leadership positions, do better on measures like return on investment and total shareholder return.
- 2.4 During the COVID-19 pandemic, feedback to the Charter has suggested that existing inequalities have been amplified, not only in terms of employment rights, but also directly in terms of the disproportionate health impacts on BAME and other communities. The Charter has responded with further support on the key themes of Equalities; Secure Work; Flexible Work; Good Management; and Employee Voice.
- 2.5 Initial discussion suggests the LEP could strengthen this approach by sharing their ideas and experience of good practice in diversity and inclusion which could inform the future delivery of the Charter.
- 2.6 A number of key themes have been identified for discussion:

Recruitment

- Developing work placements with links to universities
- Improving access through graduate trainee schemes

- Promoting competency based recruitment to avoid unconscious bias
- Exploring the role of targets in best practice recruitment approaches (including apprenticeships)
- Reporting of pay gaps and structural differentials across gender, BAME, disability, LGBTQ+ issues are strong tools to change behaviours

Training and Development

- Removing barriers to employment and progression through better training and development
- Providing Board shadowing opportunities
- Developing the next generation of leaders through effective succession planning
- Establishing diverse mentorships

Supply Chains

- Exploring how supply chains can contribute to an inclusive economy

Communicating Best Practice and Role Models

- Publicising commitment to diversity and inclusion
- Promoting positive role models

3. OPERATION OF THE LEP BOARD

- 3.1 As part of its commitment to diversity, the LEP regularly refreshes its board membership to ensure it reflects the breadth of industrial sectors on its Board as well as better represents the diversity of Greater Manchester's people.
- 3.2 As the Board launches its current refresh, there is an opportunity to ensure the LEP is attracting a diverse range of candidates and increasing diversity in its Board moving forward – see separate report at this meeting.
- 3.3 More broadly, it will be useful to explore how the Board can best consider equality and diversity implications in all its decision making, including programmes such as the Local Growth Fund.

4. EQUALITIES ADVISORY PANELS

- 4.1 A Greater Manchester Tackling Inequalities Board is being developed to support and influence the Covid recovery work, and respond to inequalities across Greater Manchester, and bringing together all activity being led across Greater Manchester to respond to inequalities in all their forms, to have greater collaboration, and maximize the impact of the actions being taken. The Board will be chaired by Cllr Brenda Warrington and include Cllr Elise Wilson. The Commission will bring together a range of partners including the GMCA Equalities Advisory Panels and Advisers to shape and inform the city-regions renewal following the pandemic.
- 4.2 Within this overarching approach, there is an opportunity for the LEP to help shape and learn from the work of two panels in particular: the Women and Girls' Equality Panel and the Race Equality Panel.
 - i. The Women and Girls' Equality Panel is being established to accelerate gender equality, enabling women and girls to live their best life in Greater Manchester. One of the panel's key aims will be to build greater understanding of disadvantage experienced by women and girls as the economy restarts and rebuilds. Areas of focus may be around female progression into senior roles, disadvantage experienced related to part-time working, specific support for female entrepreneurs, and working with

education and skills systems to ensure greater access and take up of STEM subjects and other growth areas of the economy.

- ii. A GM Race Equality Panel is being developed with an aim of launching in Autumn. Emerging themes include employment and labour market inequalities; educational inequalities (including STEM) and the need to promote positive role models (particularly in leadership positions), engage with the business community, and act as a voice for communities.

- 4.3 Additional to the establishment of the partnership governance set out above, Greater Manchester is also launching an Independent Inequalities Commission. The Commission will bring together a panel of leading national / international experts in their fields, including population health experts, academics, economists, social policy experts and business leaders. The mission of the Greater Manchester Independent Inequalities Commission is to better understand the existing and emerging inequalities, consider how tackling these inequalities should feature in a refreshed Greater Manchester Strategy, and outline the route towards achieving the outcomes of this Strategy.

5. NEXT STEPS

- 5.1 The Board is asked to provide feedback on the report and provide suggestions on how the LEP could use its business experience and expertise to promote greater diversity and inclusion within all the work of the LEP itself, within the private sector, and to add value to wider GM policy development and delivery.



GM LOCAL ENTERPRISE PARTNERSHIP BOARD

SUBJECT: Local Growth Fund Update

DATE: 4th August 2020

FROM: Simon Nokes

PURPOSE OF REPORT

The purpose of this report is to provide the LEP Board with an update on the Local Growth Deal (LGF) Programme and to seek Full Approvals and funding for remaining elements of the programme.

RECOMMENDATIONS

In July 2020 the LEP board agreed various new schemes would be added to the LGF portfolio and that a full update would be brought to the August meeting. Attached is the July CA report which sets out that full update including the overall position once the changes agreed at the July LEP meeting have been incorporated.

The LEP is therefore asked to:

1. Endorse the overall LGF position as set out in the attached CA paper – building on the July LEP meeting.
2. Approve the Skills Capital Round 3 allocations to Bury College and Hopwood Hall College (noted as being subject to LEP approval in the attached report)

This page is intentionally left blank

Date: 31 July 2020

Subject: **Local Growth Fund Programme Update and Approvals**

Report of: Andy Burnham, Mayor of Greater Manchester and Eamonn Boylan, Chief Executive Officer, GMCA & TfGM.

PURPOSE OF REPORT

The purpose of this report is to provide the Combined Authority with an overview of progress on the development and delivery of the Local Growth Deal (LGF) Programme (Tranches 1, 2 and 3) and to seek Full Approvals and funding for remaining elements of the programme, in order to ensure that the required level of expenditure is achieved by the end of the LGF Programme in March 2021.

RECOMMENDATIONS:

The GMCA is requested to:

1. Note the current position in relation to the overall Growth Deal programme, which is now in the final year of delivery;
2. Approve the proposal to utilise the financial flexibilities available to Greater Manchester in order to bring new projects into the LGF portfolio (as set out in Section 2 of this report) and amend the funding structure of the current LGF projects in order to fully commit and spend LGF funding by March 2021, as set out in Appendix A, C and D;
3. Approve the financial and delivery arrangements for the Transport Major Schemes programme as a whole, as set out in Section 3 and Appendix A of this report;
4. Agree the expenditure approvals for the full Transport Minor Works and Additional Priorities Programmes, as set out in Section 4 and Appendix B of this report;

5. Approve the granting of Full Approval for the Rochdale M62 J19 (South Heywood Link Road) scheme, and the associated release of the remaining funding required to deliver these works, as set out in Section 5 of this report. This will include the remaining £6.868 million of Growth Deal 1 funding and the allocation and release of £3.0 million of Growth Deal 3 Northern Gateway funding. When combined with the £0.428 million of development funding previously released, this will amount to an overall Growth Deal investment of £10.296 million;
6. Approve the release of £1.9 million of Growth Deal 3 funding to facilitate the delivery of an advanced works package on the Wigan M58 Link Road scheme, as set out in Section 6 of this report;
7. Approve the granting of Full Approval for the Stockport Interchange Mixed Use scheme, and the release of the outstanding £20 million of the overall Growth Deal allocation of £61.7 million for the scheme that is required to deliver these works, as set out in Section 7 of this report;
8. Approve the reallocation from the Great Ancoats Street scheme of £1.2 million funding to the Hyde Road Pinch Point scheme and £1 million of contingency allowance to the Regent Road/Water Street scheme as set out in Section 8 of this report;
9. Note the current position of the Non Transport element of the original programme, as set out in section 9. This is now fully committed, with the final skills capital round (round 3) of £1.78 million as set out in section 10 of this report. The applications seeking conditional approval to progress to due diligence are:
 - a) Bury College, Estate Refurbishment, Grant £70k
 - b) Hopwood Hall College, Advanced Technology Centre, Grant £1.71m.
10. Agree to delegate authority to the GMCA Treasurer and GMCA Monitoring Officer to review the due diligence information and, subject to LEP approval (scheduled for early August), agree detailed commercial terms, any outstanding conditions and issue final documentation in respect of the grants in 9 a) and b) above
11. Note that full approval of this report will result in the full commitment of the whole of the £493.5 million Growth Deal grant, awarded over three Growth Deals to the GM LEP from 2015-2021 for capital projects, and put GM on track to spend all of the £493.5 million LGF funding by March 2021.

CONTACT OFFICERS:

Steve Warrener	0771 1819301	steve.warrener@tfgm.com
Simon Nokes	07810528485	Simon.Nokes@greatermanchester-ca.gov.uk
Phil Havenhand	0781 8046368	phil.havenhand@tfgm.com

Equalities Implications:

The Growth Deal Transport programme is managed in line with current legislation and assessments are carried out by the promoters of each scheme.

Climate Change Impact Assessment and Mitigation Measures –

The Growth Deal Transport programme objectives are to introduce measures to enable economic growth within Greater Manchester. The programme contains measures to enable growth to be accommodated through improvements to the public transport network and to encourage increases in active travel.

Risk Management:

Risk management considerations are referred in paragraphs 2.1 to 2.6 of the report.

Legal Considerations:

Legal Considerations are referenced in paragraphs 5.4 to 5.7 and paragraphs 5.3 to 5.6 of the report.

Financial Consequences – Revenue:

Financial Consequences – Revenue, are referenced in paragraphs 2.1 to 2.6 of the report.

Financial Consequences – Capital:

Financial Consequences – Capital, are referenced in paragraphs 2.1 to 2.6 of the report.

Number of attachments to the report: None

Comments/recommendations from Overview & Scrutiny Committee

N/A

BACKGROUND PAPERS:

None

TRACKING/PROCESS	
Does this report relate to a major strategic decision, as set out in the GMCA Constitution	Yes
EXEMPTION FROM CALL IN	

Are there any aspects in this report which means it should be considered to be exempt from call in by the relevant Scrutiny Committee on the grounds of urgency?		N/A	
GM Transport Committee	Overview & Scrutiny Committee		
N/A	N/A		

1. Introduction and Background

- 1.1 The Government awarded a total of £493.5 million 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 originally allocated £358 million to support the infrastructure and capital requirements for Greater Manchester's (GM's) priority Transport schemes. In addition a further £7.3m million of NPIF funding was allocated to Transport in December 2016 alongside the Growth Deal 3 settlement that is being managed as part of the Growth Deal programme. This excludes Stockport Town Centre Plan which is a DfT retained scheme, for which Stockport Council report the financial outturn separately to DfT
 - Skills Capital allocation was originally set at £79 million 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 £56.5 million for projects that include investment in business support science, innovation and inclusive growth.
- 1.2 At the 15 July 2019 GMLEP meeting approval for reallocation of £6.2 million from Transport to Skills Capital was agreed. This resulted in revised LGF allocations for Transport of £351.8 million and Skills Capital of £85.2 million.
- 1.3 Prescribed outcomes against this funding were limited to jobs and match funding and were set against the full programme allocation of £493.5 million, recognising that only some projects would be able to demonstrate 'direct' achievement of these outcomes.
- 1.4 The outcomes agreed in the original profile with Government were for 6,250 jobs (direct and indirect) to be created and for the public sector investment to generate £210 million 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 The Growth Deal Programme is now in the final year of delivery, with Government now requiring the full Growth Programme to have been fully spent by March 2021. In May 2020 Government contacted the GMCA to notify they would be holding back one third of all LEPs' 20/21 LGF allocations (to the value of £25.9 million in GM), with a view to completing a mid-year review in September 2020 where they will take stock of commitments and spend, and make a decision on the remaining allocation.
- 2.2 Not all the Growth Deal grant is currently forecast to be spent by the funding deadline of March 2021. This is primarily, but not exclusively, due to GM's ambition to deliver enhanced outcomes through increased scope on a small number of large projects such as Stockport Interchange Mixed Use and Salford Central, which has resulted in additional development

work and subsequent rephrasing of those schemes. Therefore it is proposed to use the local flexibilities available to Greater Manchester to ensure full LGF spend is achieved by March 2021, and that the LGF allocations are fully committed by July 2020.

- 2.3 The local flexibility written into Local Growth Deal under 'Single Pot' principles enables the realignment of programmes and associated funding, at a local level, to match delivery challenges. Therefore, given the points above, the recommendation is that, building on the initial actions undertaken in July 2019, a number of further existing GMCA funded projects and programmes which are 'Growth Deal eligible' (i.e. aligned with Growth Deal criteria) are brought into the LGF portfolio, thereby using LGF to fund these schemes; and reducing the LGF spend on those projects which are forecasting to spend past the March 2021 LGF spend deadline. The additional projects are either an extension to current LGF projects or have previously been subject to business case appraisal and approved by the GMCA (via a different funding scheme), so require no further appraisal in making this switch.

The further projects and indicative values we are proposing to bring into the LGF portfolio are:

Transport	Non Transport
MCF – Walking and Cycling - £27m	Increase the provision for Digital Skills elements now to include provision for Covid related adaptations and digital devices, in order to ensure adult learning can continue across the AEB providers. - £2m
Metrolink – Renewals & Enhancements - £9m	
Housing Investment Fund and Evergreen Loans - £36m	

- 2.4 To note, there is a small risk that the Loans being 'swapped in' to the LGF programme may not repay. However this risk will be minimised by bringing in the lowest risk schemes in the HILF/Evergreen portfolios, which are asset backed to maximise potential recovery.
- 2.5 By allocating a proportion of our 19/20 and 20/21 LGF grant to a number of these existing GMCA funded projects that have, or are forecasting to spend, before March 2021, Greater Manchester will increase its spend rate significantly by Q2 20/21 and ensure that the full LGF grant is expended by March 2021. It has the added benefit of creating capacity in the Housing and Evergreen funds, which are currently constrained. Scheme delivery and total grant commitment from GMCA will not be affected as this is a change to the funding structure of the projects only.
- 2.6 The proposed changes set out above are to ensure that all LGF funding will be committed by 31 July 2021 and that 100% of the grant received will have been spent as at 31 March 2021. This should therefore ensure that GM will receive the remaining one third of its 2020/2021 LGF allocation.

- 2.7 These proposed changes will give GM the flexibility to maximise the commitment and spend on LGF before the March 2021 deadline, without having an adverse impact on other funding streams. This approach is fully consistent with the local flexibilities that GM have to manage the LGF programme as a single pot. The GMLEP approved these programme changes at the meeting of 7 July 2020 and details of the revised allocations against the Growth Deal Transport programme are set out at Appendix A and against the Non Transport programme (Skills Capital and ED&R) at Appendix C.

3 Transport Scheme Progress Update - Majors

- 3.1 As of June 2020, nine schemes have already progressed through Full Approval and are now in delivery (either in their entirety or on a phased Full Approval basis); and a further five schemes have secured Conditional Approval and are now working towards the achievement of Full Approval. One Growth Deal 3 Major scheme (Oldham Town Centre Regeneration) is scheduled to progress through Conditional Approval in the Summer. Since the last update in October 2019, the Conditional Approval Business Case for Carrington Relief Road has been approved and Full Approval and funding for the A5063 Trafford Road scheme has been approved. The Full Approval Business Case for the Rochdale M62 J19 (South Heywood Link Road) scheme was submitted for review in June 2020 and is now recommended for Full Approval and funding as set out in Section 5 of this report.
- 3.2 Since the last update, good progress has been made across a range of schemes. The Regent Road/Water Street and the Wigan A49 Link Road schemes are now complete, and the Ashton Interchange Scheme is substantially complete, currently undergoing internal fit out and forecast to open later this Summer. The Great Ancoats Street, Stockport Town Centre Access Plan (TCAP) and elements of the Salford Bolton Network Improvement Programme are on site and progressing well. The A5063 Trafford Road scheme advance works commenced in January 2020 with the main works due to start in the Autumn. Advance utility diversion works have commenced on the Rochdale M62 J19 (South Heywood Link Road), and the main works are due to start in the Autumn subject to the granting of Full Approval and funding at this meeting. The bridge and associated advance highway works for the Stockport Interchange are now complete; enabling works to construct a temporary bus station are underway; and it is proposed to now enter into an appropriate main works contractual commitment for the main works, subject to approval at this meeting and as set out in more detail at section 7 of this report. The Oldham Town Centre regeneration scheme will be delivered using phased approvals, with works expected to start in this Autumn.
- 3.3 The Major Works Programme is well advanced and in order to maximise delivery of the programme by 31 March 2021, approvals of the financial and delivery arrangements for the Major Schemes programme as a whole as included at Appendix A, is requested, as set out in recommendation 3 to this report.

4 Minor Works and Additional priorities

- 4.1 In general terms, the Minor Works initiatives are being delivered by the 10 GM Local Authorities and the Growth Deal “Additional Priority” initiatives are being delivered by TfGM.
- 4.2 The Minor Works programme includes a package of highways, public realm, cycling, walking and associated measures; with the identified interventions being very much focused on supporting economic growth.
- 4.3 As previously agreed, the governance arrangements for the Minor Works initiatives provide for the submission of Mini-Business Cases; with approval oversight of these Mini-Business Cases resting with the GM Transport Strategy Group (TSG) of senior transport officers.
- 4.4 The Minor Works and Additional Priorities Programme is well advanced and to ensure delivery of the programme by 31 March 2021, expenditure approvals for the remaining full programme as detailed at Appendix B, is requested as set out in recommendation 4 to this report.

5 Rochdale M62 J19 (South Heywood Link Road)

- 5.1 The Rochdale M62 J19 (South Heywood Link Road) is part of the Growth Deal Majors package of works and is being promoted and delivered by Rochdale Council. Provision of a new link road from junction 19 of the M62, to unlock access to existing and planned employment sites at South Heywood, is a key priority for Greater Manchester Combined Authority (GMCA), Transport for Greater Manchester (TfGM), and Rochdale Council. The link road has been a longstanding aspiration of Rochdale Council and other stakeholders.
- 5.2 The proposed scheme comprises a 2.2km link road between Hareshill Road in South Heywood and the M62 Motorway Junction 19.

The scheme objectives are as follows:

- Improve access to the existing development in the South Heywood area;
- Retain existing employment uses in the South Heywood area;
- Open up land for new development and attract new employment uses to the South Heywood area, in particular B8 Storage & Distribution use;
- Reduce traffic congestion and environmental intrusion in the surrounding area, including Heywood town centre, the Hopwood Triangle and Birch village;
- Open up land for housing development in South Heywood (with the sale of that land in turn contributing to funding the link road); and
- Reduce congestion on the surrounding motorway network.

- 5.3 In line with the agreed governance arrangements for the GM Local Growth Deal, the Full Approval Business Case was submitted for Gateway funding approval in June 2020. The Gateway Review included consideration of legal, risk, financial (both capital and revenue) and strategic fit consequences. Overall the required criteria for the construction works to proceed were considered to have been met. This review also included a thorough examination of the value for money assessment with the scheme demonstrating 'very high' value for money.
- 5.4 Following the conclusion of the Gateway Review, the proposals have been subject to the necessary endorsement/approval process, as provided for by the agreed governance arrangements.
- 5.5 A construction contract has been tendered by Rochdale Council and subject to the necessary approvals being secured at this meeting, an immediate contract award will be made with works scheduled to commence in Autumn 2020. Rochdale Council are in discussion with the preferred contractor to ensure all Covid-19 guidelines are met. A Delivery Agreement between Rochdale Council, GMCA and TfGM will be entered into to facilitate delivery of the works.
- 5.6 A thorough review of the cost plan for the scheme was undertaken as part of the Gateway Review process. It was concluded that the cost plan is robust and that the project, including an appropriate allowance for risk and contingency, is affordable within the overall scheme budget. Rochdale Council have made allowances within the scheme risk budget as a result of required changes to methods of working to ensure all Covid-19 guidelines are met.
- 5.7 The table below sets out the budget and funding allocated to this element of the overall Growth Deal programme.

Rochdale M62 J19 (South Heywood Link Road) Growth Deal funding position	Outline Business Case	Full Business Case	Total
	(£ million)		
Total Growth Deal budget		10.296	10.296
GMCA approval to date	0.428		0.428
Approval request this paper:			
GD1 - Rochdale M62 J19 (South Heywood Link Road)		6.868	6.868
GD3 – Northern Gateway		3.000	3.000
Anticipated Final Growth Deal Cost	0.428	9.868	10.296

- 5.8 The Growth Deal funding of £10.296 million is a capped contribution to the scheme with risk and contingency held by Rochdale Council. The match funding for the scheme includes third party developer and Highways England funding contributions.
- 5.9 As a result of the outcome of the Gateway Review, it is recommended that the Combined Authority grant Full Approval for the scheme and the associated release of the remaining £6.868 million of Growth Deal 1 funding and confirm the allocation, and approve the release, of the £3.0 million of Growth Deal 3 Northern Gateway funding required to deliver these works, as set out in recommendation 5 to this report.

6 Wigan M58 Link Road Advance Work Funding Request

- 6.1 The scheme was granted Conditional Approval in February 2018, in line with the agreed Growth Deal governance arrangements. Detailed design is currently underway along with associated work to obtain the necessary powers and consents for the scheme. A Full Approval Business Case is scheduled to be submitted in 2021 once the necessary powers and consents have been obtained. Complexities in agreeing an appropriate design solution for the Network Rail structure affected by the link road have impacted on costs and programme.
- 6.2 Wigan Council (WC) has carried out advance works in 2019 and is proposing to carry out further advance works in 2020. The works comprise enabling works and advance utility diversion works. The advance works will shorten and de-risk the main contract works by releasing land and diverting major services before the main operations commence on site in 2022.
- 6.3 In order to fund these works and accelerate delivery, it is proposed that Wigan Council are able to claim back the estimated £1.9 million cost of the works in advance of the scheme achieving Full Approval. This is proposed to be taken forward by means of a contractual side letter, in advance of the relevant Delivery Agreement being entered in to following the

securing of Full Approval. Delivery of the advance works will bring significant benefits and it is requested that the proposed advance funding arrangements as set out above and in recommendation 6 are approved.

7 Stockport Interchange Mixed Use Development Scheme – Main Contract Approval

- 7.1 Conditional Approval for the original Interchange scheme was granted in November 2015, in line with the agreed Growth Deal governance arrangements.
- 7.2 A further Gateway Review to assess the subsequently developed Mixed Use scheme was concluded in late 2019 and, in turn, approved in line with the agreed Growth Deal governance arrangements in May 2020.
- 7.3 The Gateway Review included consideration of legal, risk, financial (both capital and revenue) and strategic fit consequences. Overall the required criteria for the construction works to proceed were considered to have been met.
- 7.4 Following the completion of a competitive procurement exercise, a Design and Build Contractor for the main works has been identified and is progressing the scheme design. The contractual terms for the main contract works are now in an agreed form and contractors for the necessary temporary facilities have, following the completion of appropriate competitive procurement exercises, also been identified.
- 7.5 Full Approval for the scheme is now being sought to enable a staged series of contractual commitments to be entered into with the Main Contractor; noting that a further independent health check will be undertaken once the design and associated costs have been finalised and prior to works commencing on site.
- 7.6 In order to enable the above to take place, the release of the outstanding £20 million of the overall Growth Deal allocation of £61.7 million for the scheme is required, as set out in recommendation 7; noting that the remaining funding required for the mixed use scheme is, as previously reported, being provided by additional public and private sector contributions.

8 Great Ancoats Street – Funding Arrangement Approval

- 8.1 The Manchester City Council Great Ancoats Street improvement scheme achieved Full Approval and funding of £8.8 million at the October 2019 meeting of GMCA.
- 8.2 The full Growth Deal allocation for this scheme is £10 million and Manchester City Council are now seeking approval of the allocation of the remaining £1.2 million of Growth Deal funding to the Hyde Road Pinch Point scheme. This follows the approval of the Mini-Business Case for this scheme in April 2020 in line with agreed Growth Deal governance.

The scheme is currently in delivery, and subject to approval, the funding will be transferred through a Delivery Agreement.

- 8.3 The remaining £8.8 million of Growth deal funding approved against the Great Ancoats Scheme includes £1.2 million of centrally held contingency, that is not forecast to be required in full for delivery of the Great Ancoats Street scheme.
- 8.4 Manchester City Council has therefore requested that £1 million of this contingency be allocated to fund increased costs on the Manchester City Council Regent Road/Water Street Growth Deal major scheme resulting from the originally appointed Contractor for the scheme having previously gone into Administration. Subject to approval, the funding will be transferred through the appropriate adjustments to the Delivery Agreements for the schemes.
- 8.5 The proposed reallocations as set out above have been subject to the required officer level governance.
- 8.6 It is requested that the proposed funding reallocations, and expenditure approval as set out above and in recommendation 8 are approved.

9 Non-Transport Schemes Update

- 9.1 The non transport programme allocation is £141.7m. By bringing projects into the LGF portfolio as outlined in 2.3 above and by approving the schemes outlined below under Round 3 Skills capital, the full non transport LGF funding will be committed and spent by March 2021. These actions have also enabled GM to bring forward some critical funding to support ongoing learning.

10 Skills Capital Round 3

- 10.1 In November 2019 the third and final round of Skills Capital commissioning took place, there were a total of 10 EOI's submitted, with some Colleges submitting multiple EOI's. A moderation panel scored the bids. The decision making process was paused in Feb 2020 in light of Covid19 and the possibility of other DFE funds becoming available.
- 10.2 There were some very strong projects put forward, all the EOI's presented a clear strategic understanding and benefit to learners, the financial cases were also strong with project costs and match funding levels being in line with the guidance in most cases. Most EOI's were applying for the smaller grants in line with strand 2 (small projects and refurb), the exception being Hopwood hall who have applied for £1.78m of funding to deliver a larger capital project (strand 1) made up of 4 smaller projects that were interdependent on one another, the appraisers requested and received further information to support the grant request.

- 10.3 Due to the large amount of interest in the fund (all EOI's total £2.61m) further conversations have taken place to ensure that we can obtain the best value for GM and ensure that GMCA's Skills Capital fund is the funder of last resort. The colleges that submitted multiple EOI's were asked to self-select their preferred project. Also, since we launched R3 DFE have announced a £95m T Levels Capital fund and £200m Additional Capital Fund therefore those projects funding T levels capital or those that weren't successful can instead apply to the alternate funding.
- 10.4 The 3 projects that scored highest, in order, were Bury, Salford and Hopwood. Granting to the 2 top scoring projects meant that Hopwood would receive a reduced offer from their grant request. However, since the time of submitting Salford have now withdrawn their application. The bid which scored in fourth place, after Hopwood, had a grant request of £325k, which cannot be met by the remaining funds. So there is an option to increase the Hopwood grant by the £66k that was allocated to Salford, resulting in a grant offer of £1.71m.
- 10.5 Therefore the below two projects, which were the top scoring, are being proposed for an in principle offer. We have requested that the projects to obtain a letter of support from their Local Authorities and confirm the match funding is still available given the pause in the decision making process.
- 10.6 **Bury College – Estate Refurbishment**
- 10.7 Bury College submitted multiple bids which all scored very well, however they self-selected this as their preference of project. The project incorporates a series of small works/improvements across the College estate focused on areas of health and safety.
- 10.8 Appraisers scored the bid particularly well for alignment to GM's strategic priorities, alongside well considered risks, value for money and project plan. The total project cost is £210,000, with a grant request of £70,000, resulting in a grant intervention rate of 33% which is in line with the guidance for this fund.
- 10.9 **Hopwood Hall College – Advanced Technology Centre**
- 10.10 Hopwood Hall College submitted a bid which consisted of 4 smaller projects, which they highlighted were all co dependant on each other. The project incorporates both new development and refurbishment of existing specialist teaching resources.
- 10.11 Appraisers scored the bid particularly well for the Strategic alignment with GM's priorities, the curriculum focus and benefit to learners. The project had been well planned out and demonstrated good value for money.
- 10.12 However the grant request (£1.78m,) totalled higher than that which is available in this LGF Skills Capital bidding round after the higher scoring bids are taken into account. Therefore the grant being proposed to offer to the college is £1.71m against a total project cost of £6.13m, resulting in a 28% intervention rate which is within the guidance for this fund.

11 Recommendations

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

APPENDIX A
Growth Deal Transport Programme

Growth Deal 1 - 3	Original Budget £'000	Revised Budget £'000	Variance £'000
Salford Central	20,500	20,500	-
SBNI	39,665	33,445	6,220
Metrolink Improvement Package	44,375	44,375	-
Ashton Interchange	32,705	32,705	-
Wigan Bus Station	15,720	15,720	-
Stockport Interchange (inc Bridge)	41,748	61,748	(20,000)
Transport Programme Contingency	20,000	-	20,000
TfGM Additional Priorities (1 & 2)	24,400	24,400	-
South Heywood Area-Wide Growth Improvement	7,296	7,296	-
Wigan Gateway A49 Link	20,295	20,295	-
Wigan Gateway M58 Link	1,804	1,804	-
CCTS MSIRR Improvements - Regent Rd, Water St	14,692	15,692	(1,000)
Improvements at Great Ancoats Street (incl. Hyde Road)	10,308	9,308	1,000
A5063 Trafford Road Improvements	10,500	10,500	-
M6/M58 Interchange	3,495	3,495	-
Carrington A1 (Spur Extension)	6,000	6,000	-
Northern Gateway Regeneration Initiative	3,000	3,000	-
Oldham Town Centre Regeneration & Connectivity	6,000	6,000	-
Growth Deal 1 Minors Local Authorities	8,330	8,330	-
Growth Deal 2 Minors Local Authorities	27,068	27,068	-
Growth Deal 3 Minors Local Authorities	7,400	7,400	-
Total LGF & NPIF	365,301	359,081	6,220
Less NPIF (awarded as part GD3)	(7,300)	(7,300)	-
Total LGF Transport	358,001	351,781	6,220

Projects Included LGF Programme	Commitment £'000	Forecast March 2021 £'000
Major Challenge Fund	26,692	26,692
LRV & Infrastructure	77,000	44,388
SEMMMS	8,835	8,835
Metrolink Renewals & Enhancements	9,023	9,023
Housing	25,000	25,000
Sub total	146,550	113,938
Total		465,719

APPENDIX B

Growth Deal Transport Minor Works and Additional Priorities Expenditure Approvals Request

All Local Authority - Minor Works & TfGM Additional Priorities Schemes				
Local Authority	Programme	Scheme Name	GD Funding £'000	Expenditure Approval Status
Bolton	GD1	Access to Bolton East Cycle Route	150	Approved
Bolton	GD2	Access to Middlebrook Valley Trail	220	Approved
Bolton	GD2	Crompton Way/Blackburn Rd	700	Requested
Bolton	GD2	Tonge Moor Corridor	125	Approved
Bolton	GD2	20 mph	200	Approved
Bolton	GD2	Bolton Town Centre Phase 1 (East)	450	Requested
Bury	GD1	Radcliffe East Cycleway (Phase 1)	163	Approved
Bury	GD1	Outwood Trail - Radcliffe upgrade	40	Approved
Bury	GD2	Radcliffe East Cycleway (Phase 2)	450	Approved
Bury	GD2	Angouleme Way/Market St Junction	472	Approved
Bury	GD2	Pelican to toucan conversions Ph2	20	Approved
Bury	GD2	Bury Market coach drop-off	30	Approved
Bury	GD2	M66/A58 J2 capacity Ph1	500	Approved
Bury	GD2	Prestwich High Street	500	Approved
Manchester	GD1	Higher Cambridge Street	17	Approved
Manchester	GD1	Manchester 20mph Zones	180	Approved
Manchester	GD1	Ladybarn District Centre	107	Approved
Manchester	GD2	Cross city centre cycle links - Deansgate / Liverpool Road	80	Approved
Manchester	GD2	Cross city centre cycle links - Chester Road A56	51	Approved
Manchester	GD2	Contribution to Hyde Road Widening Scheme (Major)	69	Requested
Manchester	GD2	Traffic Management and Access Improvements	1,000	Approved
Manchester	GD2	Green Bridge	3,000	Approved
Manchester	GD2	Royce Road / Chorlton Road	50	Approved
Manchester	GD2	School Access Improvements	546	Approved
Manchester	GD2	A6 Cycle Pinch Points	200	Approved
Oldham	GD1	Union Street/Yorkshire Street	2,000	Approved
Oldham	GD2	Albert Street, Hollinwood Junction	800	Approved
Oldham	GD2	Town centre/Metrolink pedestrian/cycle access	70	Approved
Oldham	GD2	LSTF Sustainable access enhancements	150	Approved
Oldham	GD2	Oldham Mumps New Car Park	3,500	Approved
Oldham	GD2	Oldham to Yorkshire St Connectivity (King Street/Oldham Civic Hub Ph2)	450	Approved
Rochdale	GD1	Town centre connectivity	1,150	Approved
Rochdale	GD2	Oldham Rd / Lincoln St Link Rd	300	Approved
Salford	GD1	Roe Green Loop Line Phase 1 (Linneyshaw Loopline)	388	Approved
Salford	GD1	Roe Green Loop Line Phase 1 (Tyldesley Loopline)	412	Approved
Salford	GD1	Bridgewater Canal (Barton) routes to employment	176	Approved
Salford	GD2	Liverpool Street Corridor*	2,500	Requested
Salford	GD2	New Bailey St Gateway Phase 1 (PART 1) New Bailey St Gateway Phase 1 (PART 2)	1,700	Approved
Salford	GD2	Roe Green Loop Line Phase 2 (Tyldesley Loopline Phase 2)	369	Approved
Salford	GD2	Roe Green Loop Line Phase 2 (Ellenbook Loopline)	331	Approved
Salford	GD3	RHS Garden Worsley - Provision on improved access from the A572 Leigh Road	1,992	Approved
Salford	GD3	M60 junction improvement	1,056	Approved
Salford	GD3	Walkden Park & Ride	700	Requested
Salford	GD3	RHS Pedestrian and cycle links	652	Requested
Stockport	GD1	Mersey Valley links (506)	200	Approved
Stockport	GD2	Spring Gardens/Waterloo Road (107)	160	Approved
Stockport	GD2	Goyt Valley Phase 1 (606)	800	Approved
Stockport	GD3	Merseyway Bridge improvements	3000	Approved
Tameside	GD1/2	Ashton Town Centre Streetscape Improvements	830	Requested
Tameside	GD2	Crown Point Link Road	1,897	Approved
Tameside	GD2	Hattersley station passenger facilities	750	Approved
Trafford	GD1	Altrincham Town Centre Regeneration	950	Approved
Trafford	GD1	Altrincham Town Centre Cycle Link	535	Approved
Trafford	GD1	Urmston to Ashton on Mersey cycle link	140	Approved
Trafford	GD2	Stretford town centre	1750	Approved
Wigan	GD1	Eastern Gateway/New Market St Gateway	1,420	Requested
Wigan	GD2	Central Boulevard	1,250	Requested
Wigan	GD2	Poolstock environmental improvements	400	Requested
Wigan	GD2	Smithy Brook Junction Improvements	700	Requested

Additional Priorities				
TfGM	GD2	Rail Station Improvement Strategy (RSIS)	2,400	Approved
TfGM	GD2	Cycle & Ride Station	300	Approved
TfGM	GD2	Metrolink Cycling	500	Approved
TfGM	GD2	GM Wayfinding Initiative Phase 1	1,400	Approved
TfGM	GD2	Cornbrook & Shudehill Metrolink Stop Improvements	2,498	Approved
TfGM	GD2	Victoria Shelters	77	Approved
TfGM	GD2	Bus Station Safety, Security and Passenger Information (BSSSPI)	600	Requested
TfGM	GD2	Smart Ticketing Phase 2-6 Works	4,700	Requested
TfGM	GD2	Cornbrook Metrolink Stop (Phase 1)	203	Approved
TfGM	GD2	Metrolink Market Street	1,722	Approved
TfGM	GD3	KRN Enhancements - SCOOT	2,200	Approved
TfGM	GD3	KRN Enhancements - MOVA	3,400	Approved
TfGM	GD3	Bus Passenger Enhancements	3,300	Approved
TfGM	GD3	Mills Hill Park & Ride	500	Requested
TfGM	GD3	Swinton Rail Station Accessibility	600	Requested

APPENDIX C

Non-Transport allocations

	Original approved allocation £'000	Revised approved allocation post July 2019 LEP £'000
Skills Capital	79,200	85,400
ED&R	56,000	56,000
Total non transport	135,200	141,400

Total Transport and non-Transport combined allocations

Programme	Previously Allocated Grant £'000	Proposed Revised Grant £'000
Transport (LGF)	358,000	351,780
Non-Transport (LGF)	135,297,297	141,517
LGF Total	493,297,297	493,297,297

Appendix D

Non Transport projects and estimated spend by March 21, any funding required post March 21 will be funded from monies previously assigned to projects switched into LGF under local flexibilities.

Project	Grant	Estimated spend by March 21
<i>Original Projects</i>		
Mantra	£388,000	£388,000
MGC	£34,000	£34,000
Tameside College equip	£350,000	£350,000
Salford College	£1,390,000	£1,390,000
Tameside MBC	£5,526,000	£5,526,000
Stockport & Trafford College	£16,000,000	£14,485,742
Wigan & Leigh College	£225,000	£225,000
Wigan Pagefield	£603,000	£603,000
LTE group	£25,000,000	£23,652,910
Oldham college	£6,950,000	£6,950,000
Tameside College	£3,302,000	£1,000,000
Bury college	£2,250,000	£1,903,002
Provision for digital	£2,000,000	£2,000,000
Business Support Digital Capital	£1,000,000	£1,000,000
Management and contingency	£2,000,000	£500,000
Life Sciences*	£10,000,000	£8,611,212
SODA	£14,900,000	£14,900,000
Productivity programme	£15,000,000	£15,000,000
GEIC	£4,220,000	£4,220,000
Cyber Security	£5,000,000	£5,000,000
Pankhurst	£5,000,000	£5,000,000
Round3	£1,780,000	
Investment in Skills	£8,200,000	£0
<i>New projects switched in</i>		
Protos	£12,100,000	£12,100,000
Broughton House	£3,000,000	£1,565,250
CBILS and Co Angels	£3,000,000	£3,000,000
HIF loans	£9,400,000	£9,400,000
Additional provision for digital	£2,000,000	£2,000,000
Total	£160,618,000	£140,804,115

This page is intentionally left blank

Document is Restricted

This page is intentionally left blank