

GREATER MANCHESTER ECONOMY, BUSINESS GROWTH AND SKILLS OVERVIEW AND SCRUTINY COMMITTEE

DATE: Friday, 12th June, 2020

TIME: 10.00am – 12:00pm

VENUE: Via Microsoft Teams/Webcast

AGENDA

1. **APOLOGIES**
2. **APPOINTMENT OF CHAIR & VICE-CHAIR**
3. **MEMBERSHIP FOR 2020/21** 1 - 2
Nominations to CA to note.
4. **MEMBERS CODE OF CONDUCT & ANNUAL DECLARATION OF INTERESTS** 3 - 16
5. **TERMS OF REFERENCE** 17 - 24
6. **DECLARATIONS OF INTEREST** 25 - 28
7. **MINUTES OF 8TH NOVEMBER 2019** 29 - 36
The minutes of the meeting held on 8th November 2019
8. **STOCKPORT MBC BUSINESS PLAN** 37 - 72
A report of Andy Burnham, Greater Manchester Mayor.

Report Officers, Simon Nokes, Executive Director of Policy & Strategy & Anne Morgan, Head of Planning Strategy

| | | | | |
|---------------|-------------------|-----------------|------------------|-----------------|
| BOLTON | MANCHESTER | ROCHDALE | STOCKPORT | TRAFFORD |
| BURY | OLDHAM | SALFORD | TAMESIDE | WIGAN |

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

9. EUROPEAN SOCIAL FUND COMMISSION ACTIVITIES

Paper to follow.

10. ECONOMIC RECOVERY

Verbal item to be presented by Simon Nokes, Executive Director of Policy & Strategy

11. WORK PROGRAMME

To discuss and consider items for addition to the Committee's Work Programme for 2020/21.

12. DATE OF NEXT MEETING

The next meeting of the Committee is scheduled to take place on Friday 10th July.

| Name | Organisation | Political Party |
|-------------------------------|---------------------|------------------------|
| Councillor Barry Brotherton | Trafford | Labour |
| Councillor Samantha Connor | Bolton Council | Conservative |
| Councillor Susan Haworth | Bolton | Labour |
| Councillor Michael Holly | Rochdale | Conservative |
| Councillor Stephen Homer | Tameside | Labour |
| Councillor George Hulme | Oldham | Labour |
| Councillor Jim King | Salford | Labour |
| Councillor Daniel Meredith | Rochdale | Labour |
| Councillor Luke Raikes | Manchester | Labour |
| Councillor Charles Rigby | Wigan | Labour |
| Councillor Becky Senior | Stockport Council | Liberal Democrats |
| Councillor Greg Stanton | Manchester | Labour |
| Councillor Kerry Waters | Stockport | Labour |
| Councillor Mary Whitby | Bury | Labour |
| Councillor Michael Winstanley | Wigan | Conservative |

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

Governance & Scrutiny Officer: Lee Teasdale
✉ lee.teasdale@greatermanchester-ca.gov.uk

This agenda was issued on 4th June 2020 on behalf of Julie Connor, Secretary to the Greater Manchester Combined Authority, Churchgate House, 56 Oxford Street, Manchester M1 6EU

GMCA Scrutiny Committees 2020/21 – TO NOTE

| ECONOMY, BUSINESS GROWTH & SKILLS OVERVIEW & SCRUTINY | | |
|--|------------|--------------------------|
| 1 | Bolton | Samantha Connor (Con) |
| 2 | | Susan Howarth (Lab) |
| 3 | Bury | Mary Whitby (Lab) |
| 4 | Manchester | Luke Raikes (Lab) |
| 5 | | June Hitchen (Lab) |
| 6 | Oldham | George Hulme (Lab) |
| 7 | Rochdale | Daniel Meredith (Lab) |
| 8 | | Mike Holly (Con) |
| 9 | Salford | Jim King (Lab) |
| 10 | Stockport | Kerry Waters (Lab) |
| 11 | | Becky Senior (Lib Dem) |
| 12 | Tameside | Stephen Homer (Lab) |
| 13 | Trafford | Barry Brotherton (Lab) |
| 14 | Wigan | Charles Rigby (Lab) |
| 15 | | Michael Winstanley (Con) |

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Economy, Business Growth & Skills Overview & Scrutiny Committee

ITEM 5

Date: Friday 12th June 2020

Subject: Code of Conduct and Annual Register of Interests

Report of: Joanne Heron, Statutory Scrutiny Officer, GMCA

PURPOSE OF REPORT

To remind Members that the GMCA's Member Code of Conduct sets out high expectations with regard Members' conduct. As Members of the GMCA's overview and scrutiny committees are co-opted on to a GMCA Committee the GMCA's code applies to them when they are acting in this capacity.

RECOMMENDATIONS

Members are asked to note the GMCA's Member Code of Conduct (Appendix A) and to complete an annual register of interest form (Appendix B).

CONTACT OFFICERS

Joanne Heron, Joanne.heron@greatermanchester-ca.gov.uk

BACKGROUND PAPERS

The following is a list of the background papers on which this report is based in accordance with the requirements of Section 100D (1) of the Local Government Act 1972. It does not include documents, which would disclose exempt or confidential information as identified by that Act.

None.

The above papers and documents may be inspected during normal office hours at GMCA, Churchgate House, 56 Oxford Street, Manchester M1 6EU.

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SECTION A: CODE OF CONDUCT FOR MEMBERS

Part 1 General Provisions

1 Introduction and Scope

- 1.1 The Greater Manchester Combined Authority is determined to promote and maintain high standards of conduct by its Members, Co-opted Members and those councillors from Greater Manchester's districts appointed to roles in which they act on behalf of the GMCA. The GMCA has adopted a Code of Conduct for Members in line with its obligations under section 27(2) of the Localism Act 2011.
- 1.2 This Code mandatorily applies to those acting as Members of the GMCA (including the Mayor and Substitute Members), voting Co-opted Members of the GMCA's committees or Appointed Members of Joint Committees, and references to "official capacity" are to be construed accordingly.
- 1.3 Compliance with this Code is a statutory requirement for those identified in paragraph 1.2. To promote good governance the GMCA strongly recommends voluntary compliance with the Code by non-voting Co-opted Members of the GMCA's committees and by elected members from Greater Manchester's ten districts when they otherwise act for or represent the GMCA. Where a member is only subject to the Code through voluntary compliance (as described in this paragraph) they will not in law be subject to the statutory obligations relating to member conduct under Chapter 7, Part 1 of the Localism Act 2011 nor can the conduct of such a member, insofar as it concerns that member's GMCA role, amount to any of the criminal offences referred to in this Code. However, the conduct of a member who has agreed to voluntarily be subject to the Code may be considered under the GMCA's arrangements for determining whether a member has breached the Code.
- 1.4 In this Code – 'meeting' means any meeting of:
- the GMCA; or
 - any of the GMCA's Committees or Sub-Committees, Joint Committees or Joint Sub-Committees.
- 1.5 This Code does not have effect in relation to a member's conduct other than where it is in that member's official capacity.
- 1.6 This Code will be reviewed every two years by the GMCA's Standards Committee or earlier if required by a change in legislation.

2 General Principles

- 2.1 The Code and the associated guidance are based on the following general principles.
- 2.2 Members must behave according to the highest standards of personal conduct in everything they do when acting as a Member or voting Co-opted Member (or in the case of those voluntarily subject to compliance with the Code in accordance with paragraph 1.3 above, where they are otherwise acting on behalf of the GMCA). They must observe the following principles of conduct, some of which are set out in law. The seven principles of Standards in Public Life known as the Nolan Principles underpin the provisions of the GMCA's Code of Conduct for Members. They are set out in paragraphs 2.3 to 2.9 below.
- 2.3 **Selflessness:** holders of public office should act solely in terms of the public interest. They should not do so in order to gain financial or other material benefits for themselves, their family, or their friends.
- 2.4 **Integrity:** holders of public office should not place themselves under any financial or other obligation to outside individuals or organisations that might seek to influence them in the performance of their official duties.
- 2.5 **Objectivity:** in carrying out public business, including making public appointments, awarding contracts, or recommending individuals for rewards and benefits, holders of public office should make choices on merit.
- 2.6 **Accountability:** Holders of public office are accountable for their decisions and actions to the public and must submit themselves to whatever scrutiny is appropriate to their office.
- 2.7 **Openness:** Holders of public office should be as open as possible about all the decisions and actions that they take. They should give reasons for their decisions and restrict information only when the wider public interest clearly demands.
- 2.8 **Honesty:** holders of public office have a duty to declare any private interests relating to their public duties and to take steps to resolve any conflicts arising in a way that protects the public interest.
- 2.9 **Leadership:** holders of public office should promote and support these principles by leadership and example.
- 2.10 Where those covered by this Code act as a representative of the GMCA:
 - (a) on another relevant authority, they must, when acting for that other authority, comply with that other authority's code of conduct; or

- (b) on any other body, they must comply with this Code, unless it conflicts with any other lawful obligations to which that other body may be subject.

2.11 It is an individual's responsibility to comply with this Code. Failure to do so may result in a sanction being applied by the GMCA. A failure by a Member coming within the scope of paragraph 1.2 above to declare a Disclosable Pecuniary Interest may result in a criminal conviction and an unlimited fine and/or disqualification from office for a period of up to 5 years.

3 General Obligations for Members

3.1 You must not:-

- a. Do anything which may knowingly cause the GMCA to breach the Equality Act 2010;
- b. Bully or be abusive to any person;
- c. Intimidate or attempt to intimidate any person who is or is likely to be:
 - a complainant
 - a witness, or
 - involved in the administration of any investigation or proceedings, in relation to an allegation that a Member (including yourself) has failed to comply with the GMCA's Code of Conduct; or
- d. do anything which compromises or is likely to compromise the impartiality of those who work for, or on behalf of, the GMCA.

3.2 You must not:

- a. Disclose information given to you in confidence by anyone, or information acquired by you which you believe, or ought reasonably to be aware, is of a confidential nature, except where:
 - i. You have the consent of a person authorised to give it;
 - ii. You are required to do so by law;
 - iii. The disclosure is made to a third party for the purpose of obtaining professional advice, provided that the third party agrees not to disclose the information to any other person; or
 - iv. the disclosure:
 - is reasonable and in the public interest; and
 - is made in good faith and in compliance with the reasonable requirements of the GMCA; or
- b. prevent another person from gaining access to information to which that person is entitled by law.

3.3 You must not conduct yourself in such a way which could reasonably be regarded as bringing your office or the GMCA into disrepute.

3.4 You:

- a. must not use or attempt to use your position as a Member improperly to confer on or secure for myself or any other person, an advantage or disadvantage; and
- b. must, when using or authorising the use by others of the resources of the GMCA:
 - act in accordance with the GMCA's reasonable requirements;
 - ensure that such resources are not used improperly for political purposes (including party political purposes); and
- c. must have regard to any applicable Local Authority Code of Publicity made under the Local Government Act 1986.

3.5 When reaching decisions on any matter you must have regard to any relevant advice provided to you by:

- a. The GMCA's Treasurer (section 73 officer); or
- b. The GMCA's Monitoring Officer

where that officer is acting pursuant to his or her personal statutory duties.

3.6 You must give reasons for all decisions in accordance with any statutory requirements and any reasonable additional requirements imposed by the GMCA.

LOCALISM ACT 2011
GREATER MANCHESTER COMBINED AUTHORITY
(GMCA)
CODE OF CONDUCT FOR MEMBERS

**REGISTER OF MEMBERS' AND SUBSTITUTE MEMBERS' DISCLOSABLE
PECUNIARY INTERESTS (IN ACCORDANCE WITH SECTIONS 30 AND 31 OF THE
LOCALISM ACT 2011 AND THE RELEVANT AUTHORITIES (DISCLOSABLE
PECUNIARY INTERESTS) REGULATIONS 2012 (S.I. 2012 No. 1464)), AND
MEMBERS' AND SUBSTITUTE MEMBER'S PERSONAL INTERESTS IN
ACCORDANCE WITH PARAGRAPH 2.1 OF THE GMCA'S CODE OF CONDUCT FOR
MEMBERS**

I, _____ (INSERT NAME)

Being a Member of the GMCA give notice that I have set out at PART 1 below under the appropriate heading the disclosable personal interests that I am required to notify to the GMCA's Monitoring Officer in accordance with Sections 30 and 31 of the Localism Act 2011 and The Relevant Authorities (Disclosable Pecuniary Interests) Regulations 2012 and/or by virtue of Rule 16 of the GMCA's Procedure Rules and that I have set out at PART 2 below the personal interests which I am required to notify to the GMCA's Monitoring Officer under Paragraphs 7.1 and 7.2 of the Code of Conduct for Members adopted by the GMCA at its meeting on 30 June 2017 and have put 'NONE' where I am not required to notify any disclosable personal interests or personal interests under any heading.

I am aware that in accordance with Section 30(3) of the Localism Act 2011, I am required to notify at PART 1 both my own disclosable personal interests and also any disclosable personal interests of

- (i) my spouse or civil partner,
 - (ii) a person with whom I am living as husband and wife, or
 - (iii) a person with whom I am living as if we were civil partners
- ("my Partner"), where I am aware that my Partner has the disclosable personal interest.

PART 1

DISCLOSABLE PECUNIARY INTERESTS

1. ANY EMPLOYMENT, OFFICE, TRADE, PROFESSION OR VOCATION CARRIED ON FOR PROFIT OR GAIN.

| | |
|--|--|
| | |
|--|--|

NB: You need to include details of any employment or business in which you or your Partner are engaged. Employees should give the name of their employer. You should give the name of any company of which you or your Partner are a partner or remunerated director. Where you or your Partner hold an office, give the name of the person of the body which appointed you or your Partner (in the case of a teacher in a maintained school – the local education authority; in the case of an aided school – the school’s governing body)

2. SPONSORSHIP

| |
|--|
| |
|--|

NB You must declare any payment or provision of any other financial benefit (other than from the GMCA) made or provided to you in respect of any expenses incurred by you in carrying out your duties as a Member / Substitute Member of the GMCA or one of its Committees, or towards your election expenses, within the period of 12 months ending with the day on which you give your notification to the GMCA’s Monitoring Officer for the purposes of Section 30(1) of the Localism Act 2011 and/or by virtue of Rule 18 of the GMCA’s Procedure Rules. This includes any payment or financial benefit from a trade union within the meaning of the Trade Union and Labour Relations (Consolidation) Act 1992.

3. CONTRACTS WITH THE GMCA

| Member | Partner |
|---------------|----------------|
| | |

NB You should describe all contracts of which you are aware, which are made between the GMCA and

- (i) either yourself or your Partner or
- (ii) a body in which you or your Partner have a beneficial interest (being a firm in which you or your Partner is a partner, or a body corporate of which you or your Partner is a director, or in the securities of which you or your partner have a beneficial interest),

which are not fully discharged and which are contracts under which goods or services are to be provided or works are to be executed.

Please note that the reference to "securities" means "shares, debentures, debenture stock, loan stock, bonds, units of a collective investment scheme within the meaning of the Financial Services and Markets Act 2000 and other securities of any description, other than money deposited with a building society.

4. LAND IN THE AREA OF THE GMCA

| Member | Partner |
|--------|---------|
| | |

You should include any land (including houses, buildings or parts of buildings and any interests as mortgagee) within the GMCA's boundaries in which you or your Partner, either alone or jointly, have a proprietary interest for your or your Partner's benefit. You should give the address or brief description to identify it. **If you live within the GMCA's boundaries you should include your home under this heading** either as owner, lessee or tenant. You should also include any property from which you or your Partner receive rent, or of which you or your Partner are the mortgagee.

5. LICENCES TO OCCUPY LAND

| Member | Partner |
|--------|---------|
| | |

NB You should include any land (including buildings or parts of buildings) within the GMCA's boundaries which you or your Partner have a right to occupy for 28 days or longer (either alone or jointly with others). You should give the address or a brief description to identify it.

6. CORPORATE TENANCIES

| Member | Partner |
|--------|---------|
| | |

[NB You should list here any tenancies of properties of which you are aware, where the landlord is the GMCA and the tenant is a body in which you or your Partner have a beneficial interest (being a firm in which you or your Partner is a partner, or a body corporate of which you or your Partner is a director, or in the securities of which you or your partner have a beneficial interest).

7. SECURITIES

| Member | Partner |
|--------|---------|
| | |

- NB You should list here any beneficial interest of you or your Partner in securities of a body where –*
- (a) that body (to your knowledge) has a place of business or land within the GMCA's boundaries; and*
 - (b) either –*
 - (i) the total nominal value of the securities held by you or your Partner exceeds £25,000 or one hundredth of the total issued share capital of that body; or*
 - (ii) if the share capital of that body is of more than one class, the total nominal value of the shares of any one class in which you or your Partner has a beneficial interest exceeds one hundredth of the total issued share capital of that class.*

Please note that the reference to "securities" means "shares, debentures, debenture stock, Loan stock, bonds, units of a collective investment scheme within the meaning of the Financial Services and Markets Act 2000 and other securities of any description, other than money deposited with a building society.

PART 2

PERSONAL INTERESTS

1. BODIES TO WHICH YOU ARE APPOINTED OR NOMINATED BY THE GMCA

NB You should record here details of your **position of general control or management**, in any –

- *Body to which you have been appointed or nominated by the GMCA as its representative.*

2. INTERESTS IN CHARITIES, SOCIETIES AND OTHER BODIES

NB You should record here details of your **position of general control or management**, in any –

- *Public authority or body exercising functions of a public nature;*
- *Company, industrial and provident society, charity, or body directed to charitable purposes. (Freemasons should include here membership of the Masonic Grand Charity)*
- *Body whose principal purposes include the influence of public policy, including party associations, trade union or professional association.*

3. GIFTS AND HOSPITALITY

You should list here any person from whom you have received a gift(s) or hospitality with an estimated value of at least £100 (including multiple gifts and/or hospitality with an aggregate value of at least £100 from the same person). You should provide a description of the gift(s) or hospitality and the person you believe to be the source of the gift(s) and hospitality (including accumulative gifts and/or hospitality).

You should list any such gifts or hospitality which you have received within whichever is the shortest of the period of 3 years or the period since you were first elected as a Member / Substitute Member of the GMCA.

I recognise that it can be a CRIMINAL OFFENCE under Section 34 of the Localism Act 2011 to:-

- i) fail to comply with the obligation to notify the GMCA's Monitoring Officer of any disclosable pecuniary interests as required by Section 30(1) of the Localism Act 2011;**
- ii) provide information in relation to disclosable pecuniary interests that is materially false or misleading, and**
- iii) fail to comply with the obligation to notify the GMCA's Monitoring Officer of any further disclosable pecuniary interests that require notification in accordance with Sections 30(2) and 30(3) of the Localism Act 2011.**

I authorise this information to be made available in the GMCA's Public Register of Member's / Substitute Member's Interests which will be published on the GMCA's website as required by Section 29(6)(b) of the Localism Act 2011.

Signed:

Date:

OFFICE USE ONLY

RECEIVED

Signed

Officer of the GMCA

Date

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GMCA OVERVIEW AND SCRUTINY COMMITTEES

ROLE AND PURPOSE AND TERMS OF REFERENCE

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

In a Mayoral combined authority like Greater Manchester, there are three points of power and accountability.

- The directly elected Mayor exercising mayoral functions;
- The Combined Authority (GMCA), consisting of the 10 GM local authority Leaders and the directly elected Mayor acting collectively;
- The GMCA's overview and scrutiny committees, holding both of the above to account.

Ultimately, all three of these sets of people are accountable to local people. An effective scrutiny function is a key part of this decision-making process.

The GMCA has established three thematic overview and scrutiny committees. The overarching purpose of these new structures is to improve the quality of decisions made by the GMCA and the elected Mayor. The committees will do this by:

- reviewing the work and decisions of the GMCA and the elected Mayor, and
- by acting as a critical friend in the development of policy and new work streams.

GM's three scrutiny committees are:

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

This structure gives the GMCA's scrutiny function more capacity to respond and contribute to the increased volume and variety of work flowing through the new Mayoral GMCA and this structure also meets legislative requirements.¹

¹ Schedule 5A of the Local Democracy Economic Development and Construction Act 2009 and the Combined Authorities (Overview and Scrutiny Committees, Access to Information and Audit Committees) Order 2017.

| | |
|--|--|
| <p>Membership</p>  | <ul style="list-style-type: none"> • Fifteen members for each overview and scrutiny committee, appointed annually by the GMCA. • At least one member from each of GM's ten Constituent Councils. • Membership must reflect (as far as reasonably practicable) the political balance of the whole GMCA area. • The GMCA will have regard to any nominations made by Constituent Councils. • Members of the GMCA (including a Substitute Member) or an Assistant Portfolio Holder may not be a member of an overview and scrutiny committee. • Substitute members are allowed from the pool of nominations received from the Constituent Councils and appointed at the meeting of the GMCA. |
| <p>Chair</p>  | <p>Each overview and scrutiny committee will appoint its own chair, who must be a member of one of the Constituent Councils who is an 'appropriate person'. An appropriate person is:</p> <ol style="list-style-type: none"> i. A person who is not a member of a registered political party of which the Mayor is a member; or, ii. If the Mayor is not a member of a registered political party, a person who is not a member of the registered political party who has the most representatives on the GMCA; or, iii. If the Mayor is not a member of a registered political party and two or more parties have the same number of representatives, a person who is not a member of any of those parties. <p>These requirements also apply to the Chairing of any of the sub committees established.</p> |
| <p>Quorum</p> | <ul style="list-style-type: none"> • Two-thirds, that is ten committee members must be present for a meeting to be quorate. • The two thirds requirement also applies to sub committees. |
| <p>Voting</p> | <ul style="list-style-type: none"> • Each member of the overview and scrutiny committee to have one vote and no member is to have a casting vote. • Whenever a vote is taken at a meeting it shall be by a show of hands, and voting can be recorded at the request of members present at the meeting. |

Terms of Reference



The GMCA's overview and scrutiny committees' role and function is as follows:

1. To **review or scrutinise decisions made, or other actions taken** by:
 - i. the GMCA, including decisions delegated to officers and committees of the GMCA;
 - ii. the Mayor in the exercise of general functions (but not Police and Crime Commissioner functions) including decisions delegated to officers, to the Fire Committee or to other members of the GMCA.
2. To **make reports or recommendations** to the GMCA or the Mayor (general functions only) concerning the discharge of their functions that are the responsibility of the GMCA.
3. To **make reports or recommendations** to the GMCA or the Mayor on matters that affect the GMCA's area or the inhabitants of the area.
4. To **Call-In** decisions made by the GMCA or the Mayor (general functions only). Decisions that have been delegated by the GMCA or the Mayor to other committees or officers (or by the Mayor to another member of the GMCA) may also be called-in. If a scrutiny committee does call a decision in they can:
 - i. **Direct that a decision is not to be implemented** while it is under review or scrutiny by the overview and scrutiny committee; and,
 - ii. **Recommend that the decision be reconsidered.**
5. To **establish formal sub committees or informal task and finish groups** if they wish.

Who Can Refer Matters to the GMCA'S Overview and Scrutiny Committees?

- A member of the overview and scrutiny committee
- A member of the GMCA, including the Mayor
- A member of a constituent council

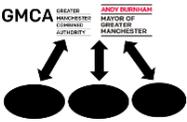
Who Must Attend Meetings of the GMCA'S Overview and Scrutiny Committees?

- Members (including the Mayor and the Deputy Mayor) or officers of the GMCA must attend meetings, if invited, to answer questions.
- Other people may be invited to attend meetings of the overview and scrutiny committee, but are not obliged to attend.

Access to Information Requirements

- Combined Authorities' decision-making is covered by Access to Information requirements, which means that 28 clear days' notice has to be given before a key decision can be taken (unless the general exception or special urgency rules apply).
- The Register of Key Decisions enables the scrutiny committees to keep abreast of major decisions that are going to be taken by the

| | |
|---|---|
| | <p>GMCA, the Mayor or decisions that have been delegated to officers (or by the Mayor to other members of the GMCA). https://www.greatermanchester-ca.gov.uk/downloads/file/698/register_of_key_decisions_published_on_29_may_2018</p> <p>Call in</p> <ul style="list-style-type: none"> • The GMCA's scrutiny committees have published proposals on how they propose to exercise the power to call-in and its arrangements in connection with the exercise of that power. The GMCA has consented to these proposals and arrangements. • These proposals and arrangements are the same for each committee. |
| <p>The remit for each committee is set out below.</p> | |
| <p>Corporate Issues & Reform</p> | <p>Remit to include –</p> <ul style="list-style-type: none"> • Matters of coordination and cross cutting policy themes • Devolution and legislative matters • Budget oversight and other financial matters • GMCA organisational and staffing issues • GM communications • GM Connect data sharing • GM's reform work • Fire and rescue functions • Fairness, equalities and cohesion |
| <p>Economy, Business Growth & Skills</p> | <p>Remit to include –</p> <ul style="list-style-type: none"> • Investment • Science and technology • GM's global brand • Improving GM's international competitiveness • Business Support • Skills and Employment to support business growth • Culture and sport |
| <p>Housing, Planning & Environment</p> | <p>Remit to include –</p> <ul style="list-style-type: none"> • Transport • Regeneration • Housing and Planning |

| | |
|---|--|
| | <ul style="list-style-type: none"> • Homelessness • Low Carbon • Waste (a new GMCA function from 1 April 2018) |
| <p>Reporting Structures</p>  | <ul style="list-style-type: none"> • The formal governance of the relationship between scrutiny and those who exercise the functions of the Greater Manchester Combined Authority (the GMCA, the Mayor, and officers) is set out in the terms of reference. • The work programme of each committee are likely to include pre-decision scrutiny and review of emerging policy areas. To facilitate this there will need to be a continuous dialogue between each of the three scrutiny committees, and between each committee, the GMCA, the Mayor and senior officers. |
| <p>Agenda Management & Report Format</p>  | <ul style="list-style-type: none"> • A work programme will be agreed and prioritised by the committee, but further items may be referred to the committee at any time. • Two substantive items per meeting. • Reports or presentations should be brief – approximately four pages of text wherever possible and less than 10 slides. • All agenda items should state the reason the item is being taken by the meeting and be clear what ‘the ask’ of the committee is. • Background documents and for information items should be listed on the front page of the report. • A papers (reports and presentations) will be circulated in line with statutory requirements five working days before the meeting. |
| <p>Meeting Organisation</p>  | <p>Meeting Frequency: TBC Meeting Duration: Usually 2 hours</p> <p>These meetings are held in PUBLIC and will be LIVESTREAMED (except where confidential or exempt information is being considered).</p> |
| <p>Meeting dates 2019-20</p>  | <p>Friday 12th June 2020</p> <p>Friday 10th July 2020</p> <p>Friday 11th September 2020</p> <p>Friday 9th October 2020</p> <p>Friday 13th November 2020</p> <p>Friday 11th December 2020</p> <p>Friday 15th January 2021</p> <p>Friday 5th February 2021</p> |

| | | |
|--|--|--|
| | Friday 12th March 2021 | |
| Key Contacts   | Joanne Heron GMCA Statutory Scrutiny Officer joanne.heron@greatermanchester-ca.gov.uk | Lee Teasdale Governance & Scrutiny Support Officer lee.teasdale@greatermanchester-ca.gov.uk |
| | Julie Connor Assistant Director of Governance & Scrutiny Julie.connor@greatermanchester-ca.gov.uk | Liz Treacy GMCA Monitoring Officer Liz.treacy@greatermanchester-ca.gov.uk |

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ECONOMY, BUSINESS GROWTH AND SKILLS OVERVIEW AND SCRUTINY COMMITTEE

Declaration of Councillors' Interests in Items Appearing on the Agenda

NAME: _____

DATE: _____

| Minute Item No. / Agenda Item No. | Nature of Interest | Type of Interest |
|-----------------------------------|--------------------|---|
| | | Personal / Prejudicial / Disclosable Pecuniary |
| | | Personal / Prejudicial / Disclosable Pecuniary |
| | | Personal / Prejudicial / Disclosable Pecuniary |
| | | Personal / Prejudicial / Disclosable Pecuniary |

Please see overleaf for a quick guide to declaring interests at GMCA meetings.

QUICK GUIDE TO DECLARING INTERESTS AT GMCA MEETINGS

This is a summary of the rules around declaring interests at meetings. It does not replace the Member's Code of Conduct, the full description can be found in the GMCA's constitution Part 7A.

Your personal interests must be registered on the GMCA's Annual Register within 28 days of your appointment onto a GMCA committee and any changes to these interests must notified within 28 days. Personal interests that should be on the register include:

- Bodies to which you have been appointed by the GMCA
- Your membership of bodies exercising functions of a public nature, including charities, societies, political parties or trade unions.

You are also legally bound to disclose the following information called DISCLOSABLE PERSONAL INTERESTS which includes:

- You, and your partner's business interests (eg employment, trade, profession, contracts, or any company with which you are associated)
- You and your partner's wider financial interests (eg trust funds, investments, and assets including land and property).
- Any sponsorship you receive.

FAILURE TO DISCLOSE THIS INFORMATION IS A CRIMINAL OFFENCE

STEP ONE: ESTABLISH WHETHER YOU HAVE AN INTEREST IN THE BUSINESS OF THE AGENDA

If the answer to that question is 'No' – then that is the end of the matter. If the answer is 'Yes' or Very Likely' then you must go on to consider if that personal interest can be construed as being a prejudicial interest.

STEP TWO: DETERMINING IF YOUR INTEREST PREJUDICIAL?

A personal interest becomes a prejudicial interest:

- where the well being, or financial position of you, your partner, members of your family, or people with whom you have a close association (people who are more than just an acquaintance) are likely to be affected by the business of the meeting more than it would affect most people in the area.
- the interest is one which a member of the public with knowledge of the relevant facts would reasonably regard as so significant that it is likely to prejudice your judgement of the public interest.

FOR A NON PREJUDICIAL INTEREST

YOU MUST

- Notify the governance officer for the meeting as soon as you realise you

FOR PREJUDICIAL INTERESTS

YOU MUST

- Notify the governance officer for the meeting as soon as you realise you

have an interest

- Inform the meeting that you have a personal interest and the nature of the interest
- Fill in the declarations of interest form

TO NOTE:

- You may remain in the room and speak and vote on the matter
- If your interest relates to a body to which the GMCA has appointed you to you only have to inform the meeting of that interest if you speak on the matter.

have a prejudicial interest (before or during the meeting)

- Inform the meeting that you have a prejudicial interest and the nature of the interest
- Fill in the declarations of interest form
- Leave the meeting while that item of business is discussed
- Make sure the interest is recorded on your annual register of interests form if it relates to you or your partner's business or financial affairs. If it is not on the Register update it within 28 days of the interest becoming apparent.

YOU MUST NOT:

- participate in any discussion of the business at the meeting, or if you become aware of your disclosable pecuniary interest during the meeting participate further in any discussion of the business,
- participate in any vote or further vote taken on the matter at the meeting

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**MEETING OF THE GREATER MANCHESTER COMBINED AUTHORITY (GMCA)
ECONOMY, BUSINESS GROWTH AND
SKILLS OVERVIEW AND SCRUTINY COMMITTEE
FRIDAY 8 NOVEMBER AT 2.00 PM AT GMCA OFFICES, CHURCHGATE HOUSE**

| | |
|-------------|---|
| Present: | Councillor Michael Holly (in the Chair) |
| Bolton: | Councillor Susan Haworth |
| Bury: | Councillor Mary Whitby |
| Manchester: | Councillor June Hitchen Councillor Luke Raikes Councillor Greg Stanton (substitute) |
| Oldham: | Councillor George Hulme |
| Rochdale: | Councillor Ray Dutton (substitute) |
| Stockport: | Councillor Kerry Waters |
| Trafford: | Councillor Barry Brotherton |
| Wigan: | Councillor Charles Rigby Councillor Michael Winstanley |

In attendance

| | |
|-----------|--|
| LEP | Mike Blackburn, Chair of the GM Local Enterprise Partnership |
| GMCA | Eamonn Boylan, Chief Executive of GMCA & TfGM |
| GMCA | Andy Burnham, GM Mayor |
| GMCA | Alison Gordon, Assistant Director of Business Innovation & Enterprise |
| GMCA | Joanne Heron, Statutory Scrutiny Officer |
| GMCA | Kevin Lee, GM Mayor's Office |
| GMCA | Simon Nokes, Executive Director of Policy and Research |
| GMCA | Phil Swan, Chief Information Officer, Digital |
| GMCA | Lee Teasdale, Governance & Scrutiny Officer |
| Stockport | Councillor Elise Wilson, GMCA Portfolio Holder for Digital City Region |

E84/19 APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors Stephen Homer (Tameside), Jim King (Salford) and Daniel Meredith (Rochdale).

Apologies were also received from Sir Richard Leese (Leader of Manchester City Council) and Jim Taylor (CEX, City of Salford Council).

E85/19 CHAIRS ANNOUNCEMENTS AND URGENT BUSINESS

There were none.

E86/19 DECLARATIONS OF INTEREST

There were no declarations of interest received.

E87/19 MINUTES OF THE MEETING HELD ON 13 SEPTEMBER 2019**RESOLVED:**

That the minutes of the meeting held on 13 September 2019 be approved as a correct record.

E88/19 GMS IMPLEMENTATION PLAN & PERFORMANCE UPDATE

The GM Mayor Andy Burnham introduced a report to the Committee, which highlighted progress made on his top priorities during his term of office to date. These included improvements in outcomes for disadvantaged children, the further development of mental health services for children & young people and increasing levels of engagement with sports activities.

Work around reducing levels of rough sleeping was also highlighted – it was expected that 401 places would be available to accommodate rough sleepers over the winter period – and the ‘Bed Every Night’ initiative had received funding to continue until at least mid-2020. The Housing First pilot was also up and running, with 80 references having been made to the service, however, due to a lack of available stock, only 35 referees had been accommodated so far. Work was taking place with housing providers to get stock availability coming through at a faster rate.

An update was provided on the ‘Our Pass’ scheme providing free bus travel for 16-18 year olds. This was a pilot scheme so did not presently have a guarantee of long-term funding – but the scheme had proved popular so far with 30,000 young people having taken advantage of the pass – resulting in 2.2m journeys to date. An added benefit of the scheme had been records of young people using the Pass to aid their attendance at cultural activities.

On the subject of transport – the ambition for Greater Manchester was to create an integrated scheme akin to that seen in London, where a ticket covers all modes of transport – rather than the current system that effectively traps users within a single mode of travel or face having to pay for multiple tickets in a single journey.

Comments and Questions from Members

The Chair asked the GM Mayor what he considered as his biggest disappointments faced in the last six months.

The Mayor answered that the process of making change was sometimes delayed by the complexity of the Greater Manchester system – and whilst progress was being made in all areas, there was still a lot he’d like to achieve that had to be considered as ‘work in progress’. There was also disappointment at the level of transport ‘chaos’ still being seen on the rail and occasionally the road networks. Whilst many good plans were in place, there now needed to be a distinct shift towards delivery on strategies.

It was asked if the Mayor felt the relationship between the GMCA and the ten GM authorities was working as well as it could.

The Mayor stated that the relationship was a distinctive one – different to that seen with the Greater London Authority for example, which acted as a body completely independent of all London Borough Authorities. It was felt that the GMCA model was stronger and more coherent

by being jointly led by all ten GM authorities. Trying to achieve equity across all ten authorities was a balance being sought, and active work was taking place to ensure that the focus of work was not too concentrated on Manchester city centre – with a plan that the outlying towns of GM would see investment and the revival of their town centres.

Bus reforms were discussed – with concerns raised about the upfront costs required for the transformation. Was there confidence that the revenue subsidy required would be obtainable, and could there be a guarantee that this would also be used to improve services on less used routes?

The Mayor agreed that the costs involved in reforming the system meant that this would have to result in a noticeable difference in feel and quality, as otherwise the public would rightly ask questions about the value of the outlay. One of the key elements of this would be linking bus routes directly into other transport modes – as part of a move towards a more intelligent usage of the extant system. Subsidies would be sought, as it was considered unfair to place the full burden on the taxpayer when London had received considerable levels of subsidy funding for transport connectivity.

Members noted that as at December 2018 – 27.3% of GM working-age residents had qualifications below Level 2. What was being done to broach this issue?

The Mayor advised that there were some well-regarded colleges across GM providing excellent services to upskill residents. Another key element that would help in broaching this issue was that control of the £92m adult education budget was now in the hands of GM. This budget had not been used strategically in the past by Whitehall and had always been delivered in a ‘piecemeal’ way – so this would allow for more constructive and creative use of the budget to improve levels of adult education.

Members expressed concern about median pay changes – in particularly why Bolton, Oldham and Wigan appeared to be growing at a slower rate than the other districts of GM – The Executive Director of Policy and Research advised that he would look at the figures and feedback further detail to the Committee.

The Mayor highlighted that the GM Good Employment Charter would be opening for applications in January 2020 – with paying the living wage being one of the strands of membership requirement.

Members made further reference to Our Pass. Was it expected that the retention of the scheme would become a manifesto commitment once the benefits of the pilot scheme had been fully analysed – and if so, were there plans in place for its continued funding going forward?

The Mayor stated that he remained passionate about Our Pass as it opened up the breadth of GM to young people in outer areas – previously costs in outlying areas such as Wigan were such that young people often felt trapped – the Pass helped to alleviate that. When taking the levels of current uptake into account, it suggested that it could be affordable going forward. Some financial benefits had been seen in GM colleges and they are contributing towards the scheme. It was also advised that any future franchising arrangements would be expected to include a permanent Our Pass within its system. Bus operators in conversation so far had been supportive of the scheme, with some discussion taking place about making 19 year olds and beyond eligible

for the Pass. Bus patronage within GM had been declining since the 1980s, this needed to be turned around to secure future investments, and Our Pass provided a big step towards gaining these increases.

Members asked if any further information was available about the devolution of rail services. The Mayor advised that lots of progress was being made – the rail debate having moved on considerably since 2018. The Williams Rail Review was being awaited, but the announcement of the General Election had held up its publication. There appeared to be a broad acceptance of a devolved element to the rail system – and the next stage would be about working out the details. GM had published a rail prospectus in early October that had included a positive vision for rail devolution.

Members referred to children’s mental health – and the positivity that this could now be talked about openly where once it would have been considered a ‘taboo’ subject. Birch Hill Hospital in Rochdale was highlighted for having done good work around the linking of poor attendance in school with possible mental health issues – and how early targeting could reduce the need for attendance at special needs schools. However, there was still a shortfall nationally in the number of mental health professionals available to ensure that all children received help at the earliest possible stages.

The Mayor agreed, stating that the youth justice system showed that seven in every ten youths going through the system had an undiagnosed mental health condition. Mentally healthy schools campaigns were being championed by organisations such as 42nd Street. There was a keenness to firm up the Care Leavers Guarantee in the New Year, as this was a cohort at the highest level of risk.

RESOLVED:

1. That the updated GMS Implementation Plan and Performance Dashboard be noted and agreed by the Committee.
2. That overall progress towards the achievement of the GMS 2020 ambitions and targets be noted.
3. That further information on median pay changes across Greater Manchester be fed back to the Committee.

E89/19 GM LOCAL ENTERPRISE PARTNERSHIP

The Chair of the Greater Manchester Local Enterprise Partnership (LEP) – Mike Blackburn, introduced a report that provided Committee Members with an update on the work of the GM LEP in overseeing the delivery of the Local Industrial Strategy (LIS) and progress on innovation initiatives.

Members were provided with information on the membership of the LEP. Private sector terms of office in the LEP were for two years and then reviewed, with the most recent review of private sector members having concluded earlier in 2019. Two members had stepped away from the board – exceptional candidates had come forward, the majority of which were kept on as valued contacts and sub-board members. The two new members of the Board were agreed as Chris

Oglesby (Bruntswood Plc) and Amanda Halford (GE Healthcare Life Sciences). There had been conscious efforts to ensure that the board moved towards gender parity and private sector membership now stood at six male and five female members (with the Board having agreed they wanted to retain an odd number of members should a voting situation ever arise).

Greater Manchester had been one of three designated trailblazer areas working in collaboration with the Government to develop a LIS. Whereas in other parts of the Country these were being developed in isolation, within GM the LIS was a subject of the overall GM Strategy.

This had involved looking at the outstanding areas of potential within GM – where opportunities lay to become world leaders, should the right levers be pulled. These included areas such as health innovation, life sciences and manufacturing. The LIS had been jointly launched with Government on 13th June 2019 and had been vital for business confidence.

Work was also being built around the strength of GM universities and related academic research – could the innovation being developed in GM be utilised at the pace seen in some other parts of the world for example?

Made Smarter had been launched in November 2018 as a 30 month £20m North West pilot – led by the Growth Company and regional business growth hubs. This was supporting local enterprises to adopt industrial technology and management practices in order to boost productivity. It would enable engagement with 3,000 small to medium enterprises (SMEs) and aimed to increase Gross Added Value by £115m.

Greater Manchester was also growing as a centre for digital excellence. This was evidenced by the opening of a Government Communications Agency (GCHQ) site in 2019. The Cyber Foundry, a partnership between the University of Manchester, Manchester Metropolitan University, the University of Salford and Lancaster University – had secured £3.2m of European Regional Development Fund (ERDF) money to deliver a programme of cyber innovation support and growth for SMEs in Greater Manchester. The Cyber Foundry would support 45 GM businesses into university collaboration and provide support to 50 local enterprises up to 2021.

Comments and Questions from Members

Members welcomed the work being undertaken around cyber security – as cyber threats needed to be on the agenda of every single company within GM.

Members asked whether Greater Manchester could benefit from a science leadership base of some form – providing a knowledge base on what science leadership should look like.

It was advised that innovation sharing in science did take place across GM – whilst each of the universities undertook very different research, sharing did take place where it was felt it could aid their work. It was agreed however that GM needed a way to better tell its stories about its products – whereas the discovery and final product stages were well covered, the production and development stages were often little understood. The GM Innovation Board also brought people from the education, research and business communities together to share knowledge and generate further innovation.

Members expressed concern that smaller areas of employment opportunity appeared to be disproportionately represented over some of the larger employers in the region. Did board representation and engagement activities take this into account?

It was advised that some LEPs around the country had taken an approach where they tried to cover all sectors within the Board and had ended up with 40 people around the table, and unable to find a focus or consensus. For the membership of the main board, the focus was on ensuring that growth areas were represented, and a significant number of sub-boards were in place that allowed for a wider membership/cohort of employment sectors.

Members asked about the potential impact of the loss of ERDF funding. It was understood that at the current stage all monies were secure, but with caveats of targets and dates that had to be met. There was some concern about the Shared Prosperity Fund, as details around if and when it would happen were still unclear. The right form of funding needed to be in place to help support reasonable expansion in the region, as even the ERDF, despite its benefits, came with many strings attached that could stymie some planned expansion.

Made Smarter was discussed – members stated that it would be helpful to receive a geographical breakdown of the number of funded projects by district and the impact that had been seen on employment opportunities – so that a focussed message could be provided in communities getting these good news stories out. It was advised that this information could be provided following the meeting.

RESOLVED:

1. That the report updating members on the work of the GM Local Enterprise Partnership be noted.
2. That information be fed back to the Panel detailing the number of Made Smarter projects by district, and the resulting impact of these projects.

E90/19 DIGITAL STRATEGY

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

Comments and Questions from Committee Members

Members asked for further information around the kind of stakeholders that were being engaged in the refresh.

It was advised that a wide range of engagement had taken place – from SMEs, to larger organisations and international organisations that were seeking a base for UK operations. Specific digital events held been held to address all of these sectors, where officers had gone out to them to seek input – as if you asked for one-size fits all style input you end up with a self-selecting strategy that would not work for the whole region.

Members referred to digital skills – specifically how these could be improved and how performance in this area was monitored so that lessons could be learnt and taken forward.

It was agreed that people needed to be presented with life-long learning opportunities, and have the confidence in their skills necessary to find jobs. Digital here fed into a wider range of sectors looking at skills and promoting projects such as inspiring and energising children to pursue STEM subjects. Cyber resilience was considered an area of key importance, in ensuring that skills were kept up to date for students learning in the digital arena – so that they did not complete a course to find out that their learnings were already out of date.

Members noted that the presentation papers did not directly refer to measures and key targets being sought – were these in place elsewhere?

It was confirmed that key targets did exist – but feedback from stakeholders had indicated that they did not wish to see a heavily detailed 500 page document – but rather something that was visually striking and interested people who may otherwise be reluctant to read long text heavy documentation. Something was needed that showed to the public that they were at the heart of GM’s plans around its digital future. It was stated that the Blueprint clearly showed that GM was ‘ahead of the game’ and undertaking exciting innovation work that was helping to put GM firmly on the map as a global digital influencer.

It was advised that some of the specific measures and targets in place could be fed back to the Committee for information.

The Chair welcomed the approach and the enthusiasm shown, but indicated that the increasing of productivity and Gross Added Value (GVA) was imperative – and should be highlighted within the Blueprint somewhere.

RESOLVED:

1. That the progress on GM Digital be noted by the Committee.
2. That the draft refreshed Digital Blueprint be supported by the Committee.
3. That the GM Digital Blueprint should be reviewed annually to reflect the dynamic environment in which it is embedded.
4. That information around the Digital Blueprint’s specific measures and key targets be fed back to the Committee.

E91/19 GREATER MANCHESTER BREXIT PREPARATIONS UPDATE

An update on GM’s Brexit preparations following the latest extension was received for noting.

RESOLVED:

1. That the update be noted by the Committee.

E92/19 WORK PROGRAMME 2019-20

The Chair asked the Committee if, given that GMCA meeting business had been cancelled for December in light of the announcement of a General Election on December 12th – whether they were minded to cancel the December meeting of the Committee, and amalgamate the items from that meeting into the remaining meetings for the year ahead.

Following a discussion, Members agreed to the cancellation of the December meeting and agreed to delegate responsibility for the reshaping of the work programme to the Chair, Vice-Chair and supporting officers.

Members indicated that further to the Mayor's comments on taking control of the £92m adult education budget – an item scrutinising the usage of the budget to date would be welcome.

It was advised that the timing of any such item would need to be appropriate so that informed performance data could be in place. It was also highlighted that the plans around the adult education budget had previously been brought to the Committee.

Members stated that not all of them were members of scrutiny when that item was brought and that a briefing outside of the meeting would be welcome.

RESOLVED:

1. That the updated work programme be noted.
2. That it be agreed by the Committee that the meeting of 6th December 2019 be cancelled following the announcement of a general election and the subsequent cancellation of GMCA business for December.
3. That permission be delegated to the Chair and Vice-Chair to incorporate the items for the December 2019 meeting into the remaining work programme where appropriate.
4. That information on the devolution of the adult education budget be supplied to Members for information.

E93/19 ITEMS FOR INFORMATION

There were none.

E94/19 REGISTER OF KEY DECISIONS

Received by the Committee.

E95/19 DATE AND TIME OF NEXT MEETING

Friday 10th January 2020.

GREATER MANCHESTER ECONOMY, BUSINESS GROWTH AND SKILLS OVERVIEW AND SCRUTINY COMMITTEE

ITEM 9

Date: 12 June 2020

Subject: STOCKPORT MDC BUSINESS PLAN 2020-2025

Report of: Andy Burnham, Greater Manchester Mayor

PURPOSE OF REPORT

To provide Overview & Scrutiny Members with an update and briefing on the Stockport MDC Business Plan.

The Scrutiny Committee is recommended to:

1. To review the Stockport Town Centre West Mayoral Development Corporation's Strategic Business Plan May 2020 – March 2025 (Appendix A)
2. To review the Stockport Town Centre West Mayoral Development Corporation's Action Plan May 2020 – March 2021 (Appendix B)
3. Suggest and changes and recommendations from the CA prior to approval.

1. BACKGROUND

- 1.1 On 28 September 2018 the GMCA agreed to support, in principle, the creation of a Mayoral Development Corporation (Corporation) in Stockport to help secure the regeneration of the Town Centre West area of Stockport. This agreement in principle was subject to further work being undertaken by Stockport Council in relation to the proposals.
- 1.2 On 11 January 2019 the GMCA agreed a draft set of principles to be used for any proposed Corporation to be set up in the Greater Manchester area (GM Corporation Principles).
- 1.3 In accordance with legislation and new devolved powers the Greater Manchester Mayor (Mayor) was able to designate the Stockport town centre west area of land as a Mayoral development area. The Stockport Corporation was established under legislation on 2 September 2019 and is the first Corporation in the Greater Manchester area.

- 1.4 The Stockport Town Centre West Mayoral Development Corporation has been created to deliver the Council's ambitious agenda to deliver new homes, increase the long-term viability of the whole town centre, and regenerate Stockport's Town Centre West. It will deliver the long-term vision for the area as set out in the Strategic Regeneration Framework for Town Centre West, which Stockport Council approved in November 2019.
- 1.5 To ensure that there is appropriate democratically accountable oversight and influence over the MDC, the Council and Greater Manchester Combined Authority (GMCA) have both formally agreed that the MDC will produce a Strategic Business Plan that specifies what activity the MDC will undertake and that that business plan will be submitted to the Council and GMCA for approval.
- 1.6 An interim Strategic Business Plan covering the period from the MDC's creation to the end of the 2019/20 financial year was approved by GMCA in September 2019 and by the Council in November 2019.
- 1.7 In the period since the interim Strategic Business Plan was approved, the MDC has established itself as an effective regeneration delivery vehicle and is now in a position to set out a more comprehensive long-term plan for bringing about the regeneration of Town Centre West over the period 2020 to 2025. This new draft Strategic Business Plan was approved by the MDC Board at its meeting on May 7th 2020 and will be submitted to GMCA for approval at its meeting on 26th June 2020. The Strategic Business Plan is included in Appendix A of this report.

2. GOVERNANCE AND ACCOUNTABILITY OF THE MDC

- 2.1 For the first phase of its life, the Greater Manchester Mayor, Andy Burnham, acted as Chair of the MDC's Board until such time as an appropriate external appointment could be made. Stockport Council is represented on the Board by the leaders of its three largest political groups. In January 2020, the GM Mayor, appointed the former Head of the UK Civil Service, Lord Kerslake, as Chair of the MDC Board. The recruitment of a further two private sector Board members to bring additional skills and expertise is currently underway.
- 2.2 The Strategic Business Plan is supplemented by a confidential Annual Action Plan (Attached as Appendix B) which sets out more detail on the commercially sensitive activities the MDC will undertake over the course of 2020 / 2021 to deliver the objectives in the full plan. The Annual Action Plan will be considered by the CA as a Part B item on the 26 June.

3. OBJECTIVES OF THE MDC

- 3.1 The objectives of the Corporation are to lead the regeneration of the town centre west area of Stockport by:

- Delivering approximately 3,500 new homes set within a mixed use green urban village in accordance with the Strategic Business Plan;
- Contributing to the delivery of the social infrastructure and amenity required to support an increase in the residential population of the area and to benefit existing residents of the area;
- Attracting public and private sector investment to support the delivery of residential and employment growth; and
- Delivering a blueprint for brownfield development in a town centre context that fits with the GMCA's and the Council's overall strategic growth ambitions.

3.2 The Stockport Corporation will work closely with the Council, the GMCA and Homes England to achieve its objectives.

3.3 The MDC's objectives are derived from the analysis and masterplanning that underpin the Strategic Regeneration Framework for Town Centre West. They collectively respond to the guiding principles of:

- **Community** – An increased population and enhanced quality of life for all
- **Sustainability** – A more attractive place and sustainable environment
- **Innovation** – A place of progress and an environment shaped for the future

3.4 The MDC's objectives within those guiding principles are:

- Supporting Health & Sustainability
- Supporting Economic Growth
- Innovation & Future-Proofing
- Enhancing Connectivity
- Housing a Growing Community
- Integrating Neighbourhoods
- Raising Design Quality
- Responding to Character

4. STRATEGIC BUSINESS PLAN

4.1 The Stockport MDC will exercise all its powers and duties in accordance with the law, its Constitution and the Strategic Business Plan. The MDC's Strategic Business Plan must be approved by the GMCA and Stockport Council prior to it being adopted formally by the MDC.

4.2 Over the period 2020 – 2025, the MDC will deliver against the following commitments:

- The MDC will, as a minimum, maintain its current pace of delivery and successfully achieve its initial target of 1,000 new homes by March 2023. It will aim to continue this level of delivery by completing 250 new homes per year until March 2025.
- The MDC will support wider planning for future health and education facilities and will produce and credible and deliverable plan for the social infrastructure investment requirement in Town Centre West. This work will commence during 2020/21.
- Through its communications partners, the MDC will raise its profile as an exemplar regeneration delivery vehicle.
- During the period of this Strategic Business Plan the MDC, with Stockport Council and Greater Manchester Combined Authority, will agree a final infrastructure plan; the MDC will then work with all partners to facilitate the development of a pipeline of infrastructure schemes and investment propositions, in line with housing growth and carbon neutrality and sustainability across Town Centre West. This infrastructure will include a specific focus on Town Centre West's Station Quarter to maximise the strategic significance of Stockport Rail Station and its role as a southern hub to the wider City Region.
- The MDC will work closely with Stockport Council, Transport for Greater Manchester, Greater Manchester Combined Authority and all other partners to progress the business case for the Metrolink extension and twin track work to secure the funding with work to ensure the appropriate legal powers using the MDC status are in place to fast-track delivery of Metrolink in advance of the standard timescales.
- The MDC will work closely with a broad range of partners and funders to develop new funding models and could support delivery of the MDC's objectives. In particular, it will engage with partners across the private sector, and all levels of the public sector, to establish a transitional gap funding mechanism to address viability issues and enable the adoption of carbon neutral development.

- The MDC will engage with housing developers, the technology and academic sectors, with innovation funders and the Connected Cities Catapult to establish Town Centre West as an exemplar for innovation in town centre regeneration across issues such as infrastructure management, connected and low carbon homes and vehicles, assisted living, modern construction techniques and building management.
 - The MDC will support Stockport Council in producing a final Residential Design Guide for consultation and approval in support of the shared ambition to drive up design quality. It will also work with the Council to incorporate the SRF into wider planning policy.
- 4.3 The draft Strategic Business Plan has been discussed with a number of external stakeholders to assess its effectiveness for galvanising interest in the MDC project. Subject to approval it will be used to support engagement with a broad range of decision-makers and stakeholders at local, regional, and national levels.

5. RECOMMENDATIONS

5.1 Scrutiny Members are asked:

1. To review the Stockport Town Centre West Mayoral Development Corporation's Strategic Business Plan May 2020 – March 2025 (Appendix A)
2. To review the Stockport Town Centre West Mayoral Development Corporation's Action Plan May 2020 – March 2021 (Appendix B)
3. Suggest any changes and recommendations required by the CA prior to approval.

CONTACT OFFICERS:

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Simon.nokes@greatermanchester-ca.gov.uk

Anne Morgan, Head of Planning Strategy

[\(anne.morgan@greatermanchester-ca.gov.uk\)](mailto:(anne.morgan@greatermanchester-ca.gov.uk))

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Stockport Town Centre West Mayoral Development Corporation



Strategic Business Plan 2020 – 2025

Chair's Foreword

The Stockport Town Centre West Mayoral Development Corporation is a radical new approach to tackling future housing need and the changing role of town centres.

It provides a blueprint for how powers and funding devolved to the Greater Manchester Mayor, Andy Burnham, combined with strong local leadership from Stockport Council and a compelling long-term vision, can set a new benchmark for town centre regeneration.



The regeneration of Stockport town centre over recent years is a great success story at a time when towns are all too often struggling to adapt in a rapidly changing world. But the ambition Andy Burnham, Stockport Council, and Homes England have shown to use this momentum to scale up the delivery of new homes in the 'newest, coolest, and greenest' urban neighbourhood in Greater Manchester is enormously exciting.

The residents of Stockport, the development and investment sectors, and policy-makers can take great confidence from the town's track record of finding solutions to the challenges town centres face. The vision for Town Centre West is credible and compelling - and the MDC is ideally placed to bring together all stakeholders to make it a reality.

These are exciting times for Stockport and this five year business plan is hugely ambitious. It was prepared prior to the COVID-19 crisis – and should be regularly reviewed in the changing climate - but the fundamental opportunity in Stockport and the need for action remain.

I look forward to seeing the town move forward and better serve its residents over the coming years.

Lord Bob Kerlake

April 2020

Stockport Town Centre West – A Unique Regeneration Opportunity

Stockport Town Centre is Changing

Over recent years Stockport has led the way on town centre regeneration through a £1bn investment programme that has brought forward new housing and commercial development, led to major transport infrastructure enhancements, and redefined the town as a leisure, food and beverage, and visitor destination.

But the scale of our ambition for Stockport does not stop there. The achievements of the last ten years have generated significant momentum and give us a once-in-a-generation opportunity to reshape the town for the coming decades.

The Stockport Mayoral Development Corporation has been created in response to the specific challenges and opportunities in Stockport, the town's potential as a centre of housing and economic growth in Greater Manchester, and as a nationally significant exemplar

for how large-scale regeneration can be delivered in a town centre context.

Town Centre West in Context

Stockport is already an exceptional place to live, work and visit. The borough is one of the most successful local economies in Greater Manchester and accommodates the third largest workforce in the city region alongside great schools, cultural attractions, and amenities.

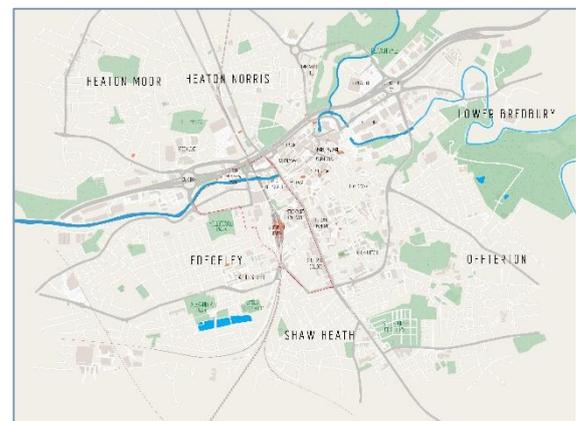
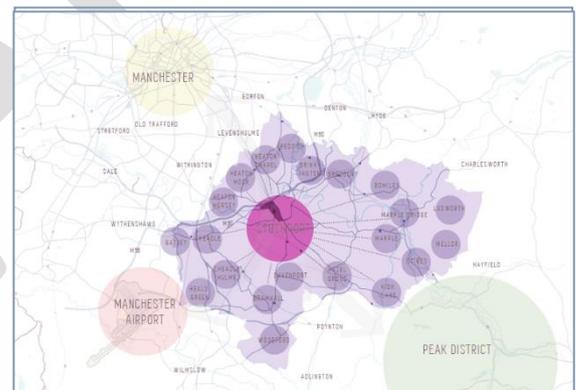
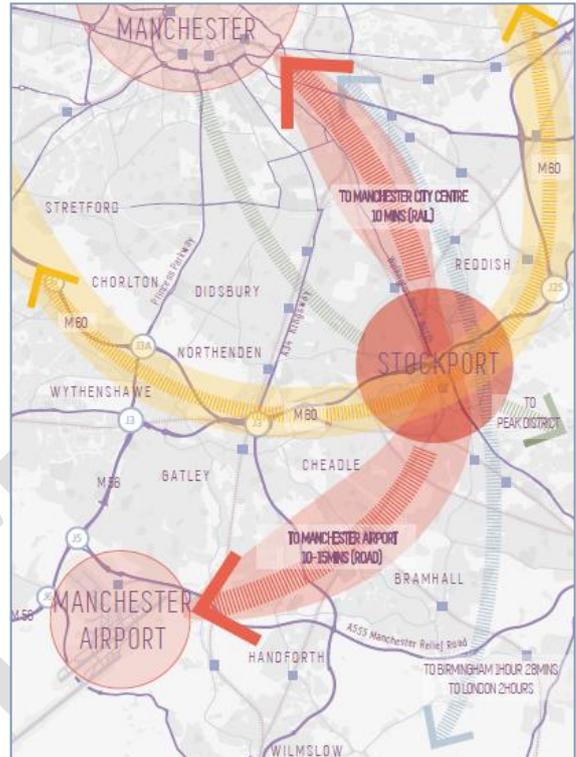
Stockport's success is in part due to its location and exceptional transport connectivity to Manchester city centre, Manchester Airport, Sheffield, Liverpool, Birmingham, and London. But its easy access to the Peak District, the Trans-Pennine Trail, and its rivers, canals, and walking routes all contribute to its attractive offer.

These advantages mean that Stockport is ideally positioned to benefit from changing patterns of investment and urban re-population and to capitalise on the impact of major economic growth in Manchester city centre and the wider City Region, creating a demand for high quality homes which has been mainly fulfilled by new City Centre schemes.

These factors combine to create a compelling case for Stockport as the location for a significant new residential community to address the borough’s planning, housing, and economic challenges and to offer an alternative to the City.

This opportunity underpins the vision and masterplan set out in the Strategic Regeneration Framework (SRF) for Town Centre West produced by Stockport Council in 2019. The SRF responds to the unique spatial characteristics of Town Centre West – as well as its proximity to the amenities and opportunities in the wider Town Centre – and provides a compelling, credible, and deliverable plan for how the area can be transformed.

Town Centre West is shaped by its industrial land uses and major infrastructure while the River Mersey and Hollywood Park provide exceptional natural assets. In common with other town centres, however, the area is strongly characterised by fragmentation of land ownership which make large-scale change difficult to achieve without a major long-term strategic initiative that brings together the public and the private sectors.



The Mayoral Development Corporation

The Stockport Mayoral Development Corporation (MDC) is one of the key initiatives in Greater Manchester's approach to reviving its town centres as part of the city region's overall housing and employment ambitions. It is the first Mayoral Development Corporation in Greater Manchester – and the first in the country to focus on a town centre location - and will address some of the biggest challenges facing towns and urban centres in the UK today.

The MDC has a clear mission to build Greater Manchester's newest, coolest, and greenest urban neighbourhood building upon our guiding principles of Community, Sustainability and Innovation.

Over an anticipated lifetime of up to fifteen years, the MDC will re-purpose the 130 acres of Town Centre West, providing up to 3,500 much-needed new homes in a sustainable brownfield location alongside new employment floorspace and the social infrastructure and amenity needed to support a growing community. The success of the MDC will make a vital contribution to wider plans to reshape the whole of

Stockport Town Centre for current and future residents alike.

By creating the MDC as a dedicated regeneration vehicle, Stockport has the delivery focus and single institutional platform to tackle the full range of issues faced by town centres from increasing housing supply and tackling viability constraints to raising design quality, pioneering low carbon development, and providing the employment space and infrastructure improvements needed to future-proof Stockport Town Centre as a place of choice to live, work, and visit.

The MDC is ideally placed to lead this activity but delivering this scale of ambition, in a brownfield location with the complexity of Town Centre West, will need the support and engagement of multiple Government departments and agencies, the development and investment sectors, infrastructure providers, the health and education sectors, innovators and research institutions, and the local community to make it a reality.

The Strategic Business Plan 2020 - 2025

This Strategic Business Plan covers a five year period and sets out the MDC's guiding purpose and objectives, the workstreams it is undertaking in the plan period to deliver those objectives, and how the organisation functions. It is supplemented by an annual action plan which contains an additional level of detail about what the MDC will achieve over the coming financial year.

The Strategic Business Plan builds on the momentum created in Stockport over recent years and sets the framework for accelerating the pace and scale of delivery across Town Centre West through the MDC in a way that gives confidence to residents, the market, and the MDC's partner organisations. It was prepared prior to the COVID-19 crisis whose impact on the market and on the MDC's regeneration ambitions are difficult to assess at this stage. It is clear, however, that the fundamental opportunities and challenges that led to the creation of the MDC will remain as

the economy moves into a post-crisis recovery phase and more is known about changes to underlying market conditions as well as new funding regimes and investment conditions.

Imperatives to accelerate housing delivery on brownfield sites, to reduce pressure for the release of greenbelt land for housing development, to enhance the whole of Stockport town centre as a residential and employment location, and to find new ways to address the difficulty of leading regeneration in a town centre context remain and the economic impact created by this Plan has potential to help drive forward the recovery phase in Stockport

The Strategic Business Plan should be read in the context of the Town Centre West Strategic Regeneration Framework as the blueprint for how Stockport will realise its potential and take advantage of the once-in-a-generation opportunity it faces.

The Stockport MDC's Objectives

The Stockport MDC's mission is to create Greater Manchester's newest, coolest, and greenest urban neighbourhood.

The scale and nature of this ambition is rooted in the analysis masterplanning that informed the Strategic Regeneration Framework for Town Centre West undertaken by Stockport Council in 2019 and which set clear guiding principles at the heart of the regeneration plans for the area.

- **Community** - An increased population and enhanced quality of life for all
- **Sustainability** - A more attractive place and sustainable environment
- **Innovation** - A place of progress and an environment shaped for the future

The MDC Board and its partner organisations are committed to the regeneration of Town Centre West in a way which sets new standards for place-shaping, urban design, and the built environment while ensuring that the way people live, work, interact, access public

services, and come together as communities, both now and in the future, is central to how Town Centre West will be different from other regeneration initiatives.

The MDC is delivering against those guiding principles by addressing the following themes.

Supporting Health & Sustainability

The growing urgency to reduce carbon emissions and tackle climate change - not least through the Greater Manchester Mayor's commitment to achieving carbon neutrality across the city region - means that sustainability is critically important for Town Centre West.

Ensuring that urban design and transport planning create improved walking and cycling opportunities and design out car dependency is key to delivering our sustainability ambitions. Equally, maximising renewable energy sources, facilitating the wider use of electric vehicles, and prioritising low carbon construction and high energy efficiency

in building design will help achieve a new model of cleaner and greener living in Town Centre West.

Embedding sustainability and carbon reduction in all aspects of design and delivery will be vital to enabling people to live in healthy communities. But the MDC is committed to ensuring that the principles of social connectedness help guide regeneration to guarantee that the built environment facilitates a sense of community, encourages social interaction that increases health and wellbeing, and contributes to the long-term redesign of health and social care systems.

Supporting Economic Growth

The MDC is firmly committed to ensuring there is no net loss of employment in Town Centre West as a result of its regeneration plans. The provision of new employment floorspace – as is already being created at Stockport Exchange by Stockport Council and Muse - is crucial to delivering on that commitment.

But the MDC will play a key role in ensuring that place-shaping, infrastructure, and new residential development redefines Stockport's

potential as a place of innovation, employment, and enterprise.

Innovation & Future Proofing

We know that the way people live and interact with each other and with places is changing rapidly. That is why the MDC is determined to be at the forefront of innovation across technology, construction, design, infrastructure, and place management to ensure that Town Centre West is an early adopter for new and challenging approaches to town centre living.

This commitment will see us testing out and embracing new solutions from innovative construction processes and waste management to carbon capture technologies, smart transport networks, advanced communications technologies, and new local logistics solutions.

Enhancing Connectivity

Key to the opportunity in Town Centre West is its connectivity. But the existing network and patterns of movement require new investment to promote modal shift, increase walking and cycling opportunities, improve links with surrounding communities, improving

integration between all modes of transport (including the recent announcement of the submission of the business case for Metrolink), and improving key transport infrastructure assets such as Stockport Rail Station to create a southern hub for the City Region.

Housing a Growing Community

The MDC is tasked with delivering residential development on a scale which makes a significant contribution to Stockport's overall housing requirements, provides a new approach to development on brownfield land, and reduces pressure for the release of greenbelt land.

It is imperative that the development in Town Centre West provides a broader choice of homes across all types and tenures, including affordable, in response to the needs of the local population.

The MDC will ensure that the new housing offer provides for older people and families - as well as younger people - in an urban setting well served by educational and health facilities and attractive public open space across its distinct neighbourhoods.

Importantly, this community will take its place and weave itself into the fabric of the existing residential and business community which is already firmly established within the Town Centre and wider Borough.

Integrating Neighbourhoods

Creating a flagship 'connected neighbourhood' for Greater Manchester requires a legible urban fabric with direct linkages to the station, town centre, and Interchange as well as to Edgeley and the Heatons. It requires the provision of greater amenities in locations that are accessible to all residents inside and outside the Town Centre West boundary; and it requires new approaches to traffic and car parking, improved public realm and a high quality environment which promotes sustainable movement and biodiversity and puts people at its heart.

Raising Design Quality

To realise its ambition for Town Centre West the MDC must ensure there is proper consideration of quality and good design standards in all development in the area.

The importance of development designed at a human scale, responsive to the town's topography and historic assets, is central to the MDC's vision of creating safe and attractive streets and spaces.

Responding to Character

Town Centre West is a diverse area with a host of characteristics which give it an authenticity that should be celebrated through its regeneration. The MDC is firmly committed to maximising the potential of the area's character to shape its future.

The character of the area provides great opportunity to showcase heritage assets such as its mills and the viaduct; increase the prominence of the River Mersey as a vital but under-used natural feature with enormous potential as a recreational and ecological asset; and reimagine Hollywood Park as an exceptional green setting which unites existing and new communities, together with the exciting, once-in-a-generation opportunity to plan and build a new two acre green park on the Interchange scheme.

Delivering our Ambition: The MDC's First Six Months

Establishing the MDC

The MDC was created by the Greater Manchester Mayor, Andy Burnham, in September 2019. In its first six months it has become firmly established as an effective delivery vehicle led by a Board which has provided multi-agency public sector commitment, cross-party political support from Stockport Council, while benefiting from the prominence and interest generated by the involvement of the Greater Manchester Mayor as Chair. The informal support provided by a number of prominent North West business, development, infrastructure, and place-shaping leaders as Strategic Advisors ensures that the MDC board is supported by considerable industry experience and expertise as it undertakes its responsibilities.

As the MDC moves through its inception phase and matures as an organisation firmly established in the North West market, its Board is changing to ensure that it has the leadership it needs in the next phase of its life. The Greater Manchester Mayor's appointment of nationally recognised regeneration

expert, Lord Kerslake, as Chair from January 2020 gives the MDC unique prominence and credibility with which to broaden and deepen its relationships with the development and investment sector and with Government.

The MDC now has in place an expert operational team with the rights skills and experience to turn ambition into delivery. This core team is complemented by aligned staff resource from Homes England, Greater Manchester Combined Authority, and Stockport Council to ensure that it benefits from the broadest possible expertise and capacity.

Stockport Council has restated its long-term commitment to providing the MDC with a revenue budget of £0.5m per annum to fund its running costs and give its operations a secure footing.

Local communications agency Marketing Stockport has been appointed to establish the MDC brand, manage its website, and handle communications with local stakeholders and moving forward the MDC will look to raise its profile at a national level.

Capital Investment

Since its creation, the MDC has been successful in attracting significant capital investment to unlock delivery of the first wave of schemes in Town Centre West. Home England has awarded grant funding through the Marginal Viability element of Housing Infrastructure Fund for the Weir Mill and Interchange schemes with further investment proposals under the Local Authority Accelerated Construction programme being jointly progressed by Homes England and the MDC team.

To accelerate the pace of delivery in this phase of the MDC's life, Stockport Council has created a £100m investment facility with the scale and flexibility to support a broad range of potential interventions including land acquisition to facilitate site assembly, gap funding to overcome viability issues, and funding in the form of loan, grant, or equity investment. This investment facility has given the MDC significant influence in its discussions with developers and landowners to unlock sites and bring forward the types of schemes that fit with the MDC's vision and ambition for Town Centre West.

Scheme Delivery

The MDC's ambition for Town Centre West is grounded in the momentum built up over recent years through a strong track record of delivery in the town. Market sentiment towards Stockport has been transformed entering the new decade and the town is starting to see the conditions for accelerated growth improve as a result of the delivery currently underway.

Stockport Council's partnership with Muse to deliver a new commercial quarter at **Stockport Exchange** – attracting major employers Stagecoach, Music Magpie, and BASF into the town centre - has already brought forward two new Grade A office buildings, a successful hotel, and new car parking to capitalise on the exceptional transport connectivity provided by Stockport Railway Station and transform perceptions of the town as a business location.

Major transport infrastructure investment in Stockport through Local Growth Fund has allowed Transport for Greater Manchester, Stockport Council, Greater Manchester Combined Authority, and Homes England to progress the transformative **Interchange** development that showcases how infrastructure investment can leverage residential development through partnership with

Cityheart and Rise Homes and public open space improvements in a single iconic scheme which will start on site in early 2021.

Stockport’s attractiveness as a location for residential development has moved to a new level with the completion and opening in February 2020 of the **Mailbox**. Rise Homes’ conversion of the former Royal Mail Sorting Office – long derelict and occupying a prominent location in the town centre – as a striking modern apartment block of 117 new homes with ground floor employment use marks a major step forward in reshaping Stockport’s residential market.

Similarly, the recent acquisition by Capital and Centric of the historic **Weir Mill** site for residential redevelopment reflects the growing potential for Stockport’s heritage assets to play an ever greater role in defining Stockport’s future while respecting and preserving its past.

The long-term future of Stockport College has been secured through a merger with Trafford College and the Stockport campus is undergoing major redevelopment as part of a wider approach to reshaping the further education offer in the town centre. Investment in the FE estate, and in

strengthening both the sector and the educational offer, has brought about private investment by Investar who have acquired the surplus 2.9 acres of the campus in order to bring forward 400 new homes in a prime location in the southern part of Town Centre West.

In total, the schemes underway in the MDC’s early pipeline of delivery are contributing approximately 120,000ft² of new employment floorspace along with 1,000 new homes. This scale of delivery at this early stage gives the MDC a very solid foundation to move forward.

Current public and private sector delivery in Town Centre West provides a basis for forecasting a delivery trajectory and related investment requirement over the period of this Business Plan:

| | 20/21 | 21/22 | 22/23 | 23/24 | 24/25 |
|---|-------|-------|-------|-------|-------|
| New Home Starts | 266 | 702 | 250 | 500 | 250 |
| New Home Completions | 0 | 0 | 266 | 351 | 601 |
| Capital Investment in Schemes in MDC area (£m) | 71 | 126.5 | 38 | 75 | 40 |
| Revenue Funding (£m) | 0.5 | 0.5 | 0.5 | 0.5 | 0.5 |

Land Acquisition & Site Assembly

Side by side with scheme delivery over the first six months of the MDC’s life is a

clear focus on acquisition of key land assets in Town Centre West to ensure that the MDC has a robust delivery pipeline for the coming years. Negotiations with multiple landowners in the area are underway in the context of the £100m investment facility approved by Stockport Council and a proactive approach from Homes England to maximising uptake of existing programmes. The MDC and its partners are in the process of securing control over a growing number of sites particularly around the King Street West / Chestergate intersection and in the Royal George quarter. The MDC will be in a position to make announcements on specific transactions in first six half of the 2020/21 financial year.

Town Centre West Strategic Regeneration Framework

The Town Centre West Strategic Regeneration Framework (SRF) was produced by Stockport Council in its capacity as Local Planning Authority for the area and approved in its final form in November 2019 following a public consultation. The SRF sets out the vision and ambition for the regeneration of Town Centre West that the MDC has been created to deliver. The document purposely does not attempt to be

prescriptive about the development that could come forward in the area but instead provides an indicative masterplan for how the area could be transformed to accommodate development at-scale while enhancing the way Town Centre West functions and serves its residents. The next stage of this is to work with the Local Planning Authority to develop the SRF into more formal planning guidance in the course of the next 12 months.

Scaling Up Delivery: Key Workstreams for 2020 to 2025

Community

To achieve improved outcomes for the existing and future communities in Town Centre West, the MDC is focused on: progressing the delivery of housing schemes; planning for and providing the place that people want to live, work and visit with all the social infrastructure and amenity needed to support a growing town centre population; and ensuring that the MDC's purpose and objectives are clearly communicated to enable real community engagement in the long-term regeneration of Town Centre West.

- **Delivering the Initial Pipeline of Development & Site Acquisition**

The MDC is firmly on track to deliver its initial target of 1,000 new homes by March 2023 through an initial pipeline of residential schemes all of which are progressing well.

Delivery of the schemes that make up the initial pipeline is summarised below.

The **Stockport Interchange**

development is a partnership between Stockport Council, Transport for Greater Manchester, and GMCA. It will provide a much-needed upgrade to the town's transport infrastructure through a new bus station with an improved link to the railway station to enhance multi-modal connectivity via a new pedestrian and cycle bridge. The scheme also delivers a new two-acre park accessible from the A6, designed in line with Sustainable Urban Drainage principles, along with 196 new homes. It received planning consent in March 2019 and the main contractor and development partner were appointed in early 2020. Start on site is anticipated in early 2021.

The **Mailbox** development on the site of the former Royal Mail Sorting Office has now opened and provides 119 new homes in a scheme supported by the GMCA Housing Investment Fund. The mailbox is the first new scheme to complete in Town Centre West since the creation of the MDC and sets a new standard for the area in terms of ambition and quality.

Since its merger with Trafford College and development of its campus refurbishment plans, **Stockport College** disposed in August 2019 of 2.9 acres of surplus land to a developer (Investar) to

build up to 400 new homes. The developer and the Council are working together with a view to a start on site in 2021.

The Council and the MDC have worked closely with Homes England to secure Housing Infrastructure Fund that will support redevelopment of the iconic and strategically important heritage site **Weir Mill**. The site has now been acquired by a developer (Capital & Centric) who have a track record of successfully redeveloping and repurposing historic buildings into iconic and desirable residential schemes. Detailed design work is underway and the site is expected to deliver up to 275 new homes.

Since the MDC was created, Stockport Council has acquired from Homes England the former **St. Thomas' Hospital** site and detailed design work is underway to create an all-age residential scheme. This will include an exemplar intermediate care scheme – the Academy of Living Well built with sustainability at its heart - to support the Borough's approach to health and social care integration. The site will also deliver approximately 75 new affordable homes through a combination of the restoration of the historic buildings on the site and new homes which will

incorporate HAPPI principles and Passivhaus standards. The scheme is expected to be submitted for planning by summer 2020.

- **Social Infrastructure**

To support the needs of a growing community in Town Centre West the MDC and the Council will jointly progress planning for new health, social care, and educational facilities in the context of the healthcare estates planning currently underway and the review of schools capacity led by Stockport Council.

- **Communications, Community Engagement, and External Relations**

After an initial partnership with a single communications and marketing agency to handle all the MDC's media, website, and branding requirements, a more tailored approach to communications at local and national levels is being developed. For the local market, the MDC is putting out a steady stream of news items to maintain a consistent level of interest in Town Centre West which will both improve community engagement and increase the coverage

that can be achieved for major announcements.

The MDC is also actively building relationships with government – elected politicians and officials alike – to position the MDC as a delivery vehicle that addresses numerous government agendas with a view to establishing greater collaboration.

For the national market, the MDC is developing a highly targeted approach based on maximising impact and tying in with policy announcements and media campaigns to improve the MDC’s prominence for specifically for the property and investment industries, and for policy-makers, beyond Greater Manchester and the north west.

Commitment No. 1

The MDC will, as a minimum, maintain its current pace of delivery and successfully achieve its initial target of 1,000 new homes by March 2023. It will aim to continue this level of delivery by completing 250 new homes per year until March 2025.

Commitment No. 2

The MDC will support wider planning for future health and education facilities and will produce a credible and deliverable plan for the social

infrastructure investment requirement in Town Centre West. This work will commence during 2020/21

Commitment No. 3

Through its communications partners, the MDC will raise its profile as an exemplar regeneration delivery vehicle.

Sustainability

The low carbon and sustainability agendas are critically important for the future success of town centre living and for Stockport’s ability to drive economic growth over the coming decades. The MDC’s commitments to delivering its sustainability ambitions run through the work it will undertake through the period of this Business Plan on delivering the infrastructure needed to reduce carbon emissions and identifying new models for low carbon development.

• **Sustainability & Carbon Reduction**

Through its infrastructure planning for the town centre and Town Centre West, Stockport Council and the MDC are identifying the energy, waste, transport, water, and green infrastructure

interventions needed to support the scale of our ambition.

In relation to the energy capacity required for Town Centre West, this work is focussed on low carbon energy generation, energy storage solutions, feasibility testing of emerging energy sources to reduce fossil fuel dependency, creation of a local energy market, and use of smart energy management systems.

In parallel with the MDC's approach to making Town Centre West an exemplar carbon neutral and sustainable location through infrastructure provision, the MDC is currently assessing the viability implications of transition to carbon neutral development.

- **Infrastructure Planning**

Town Centre West benefits from extensive infrastructure especially with regard to transport infrastructure. But the new infrastructure needed to support the scale of growth the MDC will deliver require a comprehensive approach to planning, investment, sequencing, and delivering the right improvements at the right time.

Stockport Council has put forward the town centre as its case study for the Greater Manchester Infrastructure Plan (GMIP) and associated funding ask of Government. Infrastructure planning for the town centre is at an advanced stage and sets out what future-focussed provision is needed in light of existing capacity, anticipated additional demand, and changing patterns of town centre living over the coming decades.

Scaling-up infrastructure investment in Town Centre West will be critical to the long-term success of the MDC.

- **Metrolink**

The commitments made in January by the Greater Manchester Mayor and Stockport Council to progressing the business case for the extension of Metrolink to Stockport Town Centre represent a major boost for the regeneration of Town Centre West. The significance of new orbital light rail connectivity linking Stockport into the GM Metrolink network - and complementing the town's radial connectivity – cannot be overstated and delivering the Metrolink extension in the earliest possible timeframe is of paramount importance for the MDC and all its partner organisations.

Commitment No. 4

During the period of this Strategic Business Plan the MDC, with Stockport Council and Greater Manchester Combined Authority, will agree a final infrastructure plan; the MDC will then work with all partners to facilitate the development of a pipeline of infrastructure schemes and investment propositions, in line with housing growth, that help drive delivery of both housing growth and carbon neutrality and sustainability across Town Centre West. This Infrastructure Plan will include a specific focus on Town Centre West’s Station Quarter to maximise the strategic significance of Stockport Rail Station and its role as a southern hub to the wider City Region.

Commitment No.5

The MDC will work closely with Stockport Council, Transport for Greater Manchester, Greater Manchester Combined Authority and all other partners to progress the business case for the Metrolink extension and twin track work to secure the funding with work to ensure appropriate legal powers using the MDC status are in place to fast-track delivery of Metrolink in advance of the standard timescales.

Innovation

The MDC’s ambition is to be at the forefront of the place-shaping agenda in every aspect of its delivery lifecycle. To ensure it is effectively tackling the systemic barriers to brownfield regeneration it will progress innovative approaches to public and private sector capital investment and funding as well as to design quality and innovation across all aspects of place development and place management,

- **Investment Strategy**

To deliver the overall ambition the MDC has for Town Centre West, capital investment of up to £1bn is likely to be required over a ten to fifteen year timeframe. A capital investment requirement of this scale poses a significant challenge to the MDC model even though significant capital investment to kick start regeneration in the early phase of the MDC’s lifetime has already been secured through a £100m investment facility from Stockport Council and through £12m investment from Homes England. Those investment commitments are complemented by further Council investment in a number of development schemes in the area

(including Stockport Exchange) and GMCA investment (in Interchange and, through the Housing Investment Fund, in the Mailbox).

The next phase of the MDC's approach to unlocking capital funding is to assess options for creating a strategic multi-partner framework for investment that can support development and infrastructure provision in line with the MDC's ambition and which cannot be achieved through existing models. Without significant upscaling of investment in Town Centre West the MDC will not be able to deliver at the required pace.

- **Design & Innovation**

As part of its new Local Plan, Stockport Council is currently producing a Residential Design Guide – written by 5plus architects and Planit IE urban designers - for Stockport Town Centre which will become a material planning consideration. This document will provide greater clarity to the market and ensure that design quality is more strongly embedded in the local planning decision-making process.

The MDC is committed to putting innovation at the heart of its regeneration of Town Centre West. The infrastructure planning currently underway for Stockport Town Centre as part of the Greater Manchester Infrastructure Plan includes an assessment of future trends in town centre living and will help shape our approach to embracing cutting edge practices and new forms of urban place-shaping.

The potential for technological innovation to fundamentally change our approaches to the management of the built environment and its responsiveness to people's needs and lifestyles is immense. The MDC needs to be fully engaged with emerging trends and opportunities to benefit from innovation in housing delivery in the context of viability.

Commitment No. 6

The MDC will work closely with a broad range of partners and funders to develop new funding models that could support delivery of the MDC's objectives. In particular, it will engage with partners across the private sector, and all levels of the public sector, to establish a transitional gap funding mechanism to address viability issues

and enable the adoption of carbon neutral development.

Commitment No. 7

The MDC will engage with housing developers, the technology and academic sectors, with innovation funders and the Connected Cities Catapult to establish Town Centre West as an exemplar for innovation in town centre regeneration across issues such as infrastructure management, connected and low carbon homes and vehicles, assisted living, modern construction techniques and building management.

Commitment No. 8

The MDC will support Stockport Council in producing a final Residential Design Guide for consultation and approval in support of the shard ambition to drive up design quality. It will also work with the Council to incorporate the SRF into wider planning policy

running costs and set aside a cash limit revenue budget of £0.5m per annum. This funding allows the MDC to cover the following costs:

- One-off costs such as Initial set-up costs and fit-out of the MDC office
- Salary costs for two Development Surveyors, together with legal, finance and admin support
- Communications, marketing, and branding support
- Costs for retaining CBRE as the MDC’s property agent for Town Centre West
- Commissioning of specialist consultancy support across workstreams set out in the Strategic Business Plan (e.g. infrastructure planning)

Since its creation Stockport Council has approved significant capital funding to kick start the regeneration of Town Centre West and a £100m investment facility is now in place to provide a range of investment options to unlock and accelerate development. This investment facility is complemented by

Finance & Resources

Stockport Council has made a long-term commitment to funding the MDC’s

Homes England investment through Housing Infrastructure Fund and commitment to close collaboration to maximise up-take of funding from existing programmes.

The investment capacity the MDC has now unlocked combined with the long-term stability of its operational funding coincides with an increase in private sector investment through developers committed to bringing forward schemes in the area.

Leadership, Governance, and Capacity

The Greater Manchester MDC model – of which the Stockport Town Centre West MDC is the first - has purposely been created in light of local political circumstances and with a commitment that it would operate with as streamlined

a bureaucracy as possible. All MDC partners have committed to ensuring the MDC board is politically balanced, has the right level of seniority, and has private sector representation to maximise its delivery capacity and credibility. A recruitment exercise is currently underway to identify two additional private sector board members and recommendations to the board and GM Mayor are expected to come forward in the first half of 2020.

The membership of the MDC board will be reviewed annually to ensure that it maintains the right public and private sector representation and the right expertise to lead delivery with operational resourcing and capacity reviewed periodically to ensure that it is sufficient to deliver the MDC's core purpose.

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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