

GREATER MANCHESTER LOCAL ENTERPRISE PARTNERSHIP

DATE: Tuesday, 17 November 2020
TIME: 4.45pm - 5.30pm
PLACE: Via Microsoft Teams Live Event

AGENDA

Item	AGM	Pages
1.	Welcome, Apologies & Introductions	
2.	Declarations of Interest	1 - 2
3.	Minutes of Meeting of 13 October 2020	3 - 8
	To consider the approval of the minutes of the meeting held on 13 October 2020	
	Strategy	
4.	LEP Annual Delivery Plan and Report	9 - 46
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5.3	LEP Board Refresh (Verbal)	
	Performance	
6.	Salford Innovation Zone (Presentation at Meeting)	
	Karl Dayson & Huw Williams (University of Salford)	

7. [GM Economic Dashboard](#)

Simon Nokes

7.1 Supporting Business through Covid (Verbal)

8. Growth Company Update (To Follow)

Mark Hughes

9. Marketing and Comms Update (To Follow)

Lou Cordwell

10. Transport Growth Deal 1,2,3 Update

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Simon Warburton

11. Date of Next Meeting

Tuesday 15th December 2020

Agenda Contact Officer:

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DECLARATIONS OF INTEREST

17 November 2020

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

Name:

Minute Ref / Item No	Nature of Interest

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

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

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

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

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

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

DRAFT MINUTES FROM THE GREATER MANCHESTER LOCAL ENTERPRISE PARTNERSHIP BOARD HELD AT 16:45 ON TUESDAY 8 SEPTEMBER 2020 VIA MICROSOFT TEAMS LIVE EVENTS

Board Members:

Lou Cordwell (In the Chair)

David Birch, Mike Blackburn, Mayor Andy Burnham, Lorna Fitzsimons, Amanda Halford, Mo Isap, Juergen Maier, Chris Oglesby, Dame Nancy Rothwell, Richard Topliss, Cllr Brenda Warrington & Cllr Elise Wilson

Advisors:

Lisa Dale-Clough (GMCA), Jack Loughlin (GMCA), Oscar Lynch (GMCA), Gemma Marsh (GMCA), Nicola McLeod (GMCA), Simon Nokes (GMCA), David Rogerson (GMCA), Lee Teasdale (GMCA), John Wrathmell (GMCA), Simon Donahue (Marketing Manchester), Mark Hughes (The Growth Company). Leila Mottahedeh (BEIS) & Sheona Southern (Marketing Manchester).

Apologies:

Sir Richard Leese & Vanda Murray.

GM LEP/20/21 WELCOME, APOLOGIES & INTRODUCTIONS

The Chair welcomed all present to the meeting.

Apologies were received from GM LEP Members Sir Richard Leese and Vanda Murray.

GM LEP/20/22 DECLARATIONS OF INTEREST

Amanda Halford noted an interest in regard to discussion of South Manchester Manufacturing Innovation Park – specifically any discussions involving antibody manufacturing and/or translational research facilities.

Juergen Maier noted that he had joined the Board of the Halle Orchestra.

GM LEP/20/23 MINUTES OF THE MEETING OF 8 SEPTEMBER 2020

The Board received the minutes of the last public meeting, held on 8 September 2020.

RESOLVED:/

1. That the minutes of the meeting held on 8 September 2020 be approved as a true and correct record of the meeting.

STRATEGY

GM LEP/20/24 GM YOUNG PERSON'S GUARANTEE

A presentation was given on the development of the GM Young Person's Guarantee (YPG).

The Guarantee had been developed by working closely with GM's young people – with consultation work, including a Facebook event generating 5000 responses, taking place that sought to understand what was most important to young people and the type of support they felt was most needed at the current time.

Four key themes had arisen from these consultations:

- Keeping Connected – including digital and transport offers.
- Staying Well – ensuring safe environments and access to mental health support.
- Making Effective Transitions – including training, apprenticeship and re-skilling opportunities.
- Reducing Economic Inequalities – ensuring equality and inclusiveness in jobs and apprenticeship opportunities.

Specific task groups had been inaugurated to tackle each of these four themes directly and would commence from mid-October. Each task group would meet on a monthly basis to review progress, ensure that activities were delivering against what young people had said, and to identify further areas of challenge and opportunities.

Comments and Questions

It was asked how GM LEP could best provide support at this stage.

It was suggested that the LEP could use their business experience to advise on boosting opportunities for young people. Work was taking place with Mo Isap as LEP skills lead on considering the assets in GM that could encourage and incentivise more businesses to offer help and support to young people.

Mo Isap advised that he was working closely with the YPG Team on how best to support them in terms of taking recommendations forward. The needs of a demand led system were being closely mapped to help in future-proofing the talent system of young people in GM.

RESOLVED:/

1. That the presentation on the Young Person's Guarantee be received by the Board.
2. That emerging recommendations be fed back to the Partnership.

GOVERNANCE

GM LEP/20/25 LEP GOVERNANCE UPDATE

A mid-year review of the GM LEP had taken place with the Cities and Local Growth Unit which had resulted in positive discussions with Government with no major actions required. An Annual Performance Review would take place later in the year.

CLGU have confirmed that GM LEP is required to appoint a Deputy Chair. This will form part of the current Board membership refresh.

In terms of the Board refresh, Penna recruitment consultants are supporting the process and will produce a report on potential candidates shortly with a particular emphasis on recruiting candidates with the skills and experience that reflect the LEP's priorities.

It was noted that the Board's Register of Interest is currently being refreshed and that members should contact the Governance Team with any updates along with any declarations for the gifts, hospitality and expenses register.

RESOLVED:/

That the update on GM LEP governance be received by the Board.

PERFORMANCE

GM LEP/20/26 ECONOMIC DASHBOARD UPDATE

An update was provided highlighting headlines from the economic dashboard.

The dashboard provided up to date intelligence on the GM economy following the outbreak of Covid including current economic conditions; business and consumer confidence; and GM business indicators

This included intelligence on furloughed employees, benefit claimant counts, job postings and numbers of companies looking to make redundancies along with estimated footfall counts for GM's district centres.

RESOLVED:/

That the Economic Dashboard update be received by the Board.

GM LEP/20/27 BUSINESS SUPPORT UPDATE

An update was provide on the work of the Growth Company in supporting local business.

The Growth Company had noted a slight uplift in job vacancies during August and early September with a number of redundancies anticipated for later in 2020/21.

There had been limited feedback from businesses on the Government's Winter Economy Plan although the 10-year loan repayment scheme had been welcomed.

The Growth Company's mainstream business support programmes continue to attract considerable interest and uptake with Marketing Manchester offering additional advice and support to the tourism and hospitality sector.

GMCA funding had allowed the launch of a GM Bounce Back Loan scheme which will target businesses that have difficulty accessing other sources of finance. Business grants were also available to support companies to become Covid secure.

A Kickstart gateway offer was underway with around 500 placements committed by companies.

Comments and Questions

It was noted that a number of businesses centred on technology and innovation were continuing to thrive including health innovation, cyber and digital technologies including those with global as well as local reach.

A deep dive research into these areas would provide valuable intelligence including the opportunities to support start ups in growing economic sectors.

The Board discussed gender related economic data and the trends suggesting women were disproportionately being impacted by job losses.

RESOLVED:/

1. That the business support update be received by the Board.
2. That consideration be given to further work examining the current success areas of the economy and how encouragement could be given to start-up businesses in these areas.

GM LEP 20/28 MARKETING AND COMMS UPDATE

A paper was provided to the Board outlining marketing and comms activity.

Led by a Strategic Economic Communications Steering Group and key sector communications leads (digital and creative, green growth, health innovation, advanced manufacturing and materials), Marketing Manchester was working in partnership with GMCA communications colleagues to identify, create and share content promoting Greater Manchester's key strengths and characteristics. Content that had been published, and was due to be published, was highlighted.

Work was currently taking place on the LEP Economic Proposition. Work was taking place on a sharing pack for the Board to aid in promotion through their own communication channels and contacts.

Three key themes were highlighted that will be developed over the forthcoming 6-8 weeks include Green; Digital and Female Entrepreneurship. It was asked that members feedback any stories they had to contribute to these pieces.

RESOLVED:/

1. That the marketing and comms update be noted.
2. That GM LEP Board members be asked to share and promote LEP Economic Proposition strategic communications content and materials via their own networks.
3. That GM LEP Board members be asked to share any information they had on Green, Digital and Female Entrepreneurship with Marketing Manchester.

GM LEP 20/29 DIVERSITY AND INCLUSION UPDATE

An update paper was provided which updated the Board on the development of a GM LEP Diversity and Inclusion Action Plan.

Following Board discussions and in consultation with the Diversity Champion, it was proposed that the LEP develop a more detailed Action Plan based on the following three themes:

- Highlighting Equality Issues in LEP Decision Making
- Development of the LEP Economic Proposition
- Champion of Best Practice in the GM Private Sector

Comments and Questions

The Board welcomed the report and noted the importance of the business case for diversity, setting out the evidence that demonstrates that a diverse workforce is more creative, innovative and productive.

RESOLVED:/

That the Diversity and Inclusion Update be noted.

Meeting ended: 17:30

The next meeting of the Board would take place on Tuesday 17th November.

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GM LOCAL ENTERPRISE PARTNERSHIP BOARD

SUBJECT: Annual Delivery Report and Plan

DATE: 17th November 2020

FROM: Simon Nokes, Executive Director, Policy and Strategy

PURPOSE OF REPORT

This report provides an update on the 2019/20 Annual Delivery Report and 2020/21 Annual Delivery Plan.

RECOMMENDATIONS

The LEP is asked to approve and provide feedback on the Annual Delivery Plan and Report.

EQUALITIES IMPLICATIONS

The Annual Delivery Report 2019/20 sets out GM LEP's commitment to work on behalf of all the people of Greater Manchester and recognises that different people bring different ideas, knowledge and perspectives. In 2019/20, this included refreshing board membership to ensure that it better reflects the diversity of GM's industrial sectors and people along with the appointment of a Diversity Champion to help drive the Board's diversity and inclusion agenda.

The Annual Delivery Plan 2020/21 builds on this approach by including a section highlighting the LEP's plans for driving diversity and inclusion.

CLIMATE CHANGE IMPACT ASSESSMENT AND MITIGATION MEASURES

The Annual Delivery Report and Plan highlight the LEP's progress in delivering on the ambitions of the Greater Manchester Strategy and Local Industrial Strategy including the commitment to achieve carbon neutral living in Greater Manchester by 2038 by launching the UK's first city-region Clean Growth mission

CONTACT OFFICERS:

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1. GM LEP Annual Delivery Plan and Report

- 1.1 The 2018 national LEP Review set out that LEPs were required to publish an annual delivery plan setting out a summary of the key economic development priorities, interventions and funding.
- 1.2 GM LEP published its 2019/20 Annual Delivery Plan in May 2019 setting out the key actions and performance indicators require to realise the ambitions of the Greater Manchester Strategy and Local Industrial Strategy.
- 1.3 It outlines the key activities the GM LEP will lead on to drive the strategic development of Greater Manchester forward; the key milestones for LGF projects and wider growth programmes; and set out how the GM LEP would operate and develop as a Strategic Board in 2019/20.
- 1.4 The LEP is now required to produce a similar plan for 2020/21 along with an end of year report on progress to date which was to be published in May this year. However, given the unprecedented impact of the pandemic, Government agreed that LEPs should prioritise responding to the challenges of Covid and could publish the report and plan by the end of 2020.

2. Annual Delivery Report 2019/20

- 2.1 The report highlights the LEP's progress in achieving its priorities in 2019/20 and, in line with the approach adopted by the LEP in 2019 to structure Board meetings, is set out to reflect the key themes of Strategy, Governance and Performance.
- 2.2 This includes:
 - **Strategy:** Driving the strategic agenda through the Greater Manchester Strategy; GM Local Industrial Strategy; broader policy development; and communications
 - **Governance:** Strengthening the LEP's governance procedures through refreshing Board membership; maintaining transparency and accountability; and further developing partnership and engagement
 - **Performance:** Delivering on LEP priorities through programmes supported by the Local Growth Fund and LEP Capacity Fund along with projects with key partners such as TfGM, the Growth Company and GMCA

3. Annual Delivery Plan 2020/21

- 3.1 The Annual Delivery Plan sets out the key activities that will help GM LEP release its vision over the period April 2020 to March 2021.
- 3.2 This Annual Delivery Plan sits alongside a number of other Greater Manchester documents that collectively provide a comprehensive framework for strategy development, project delivery, and performance management.
- 3.3 The key points include:

- **Strategy:** Driving the strategic agenda through the Greater Manchester Strategy; GM Living with Covid Resilience Plan; GM Local Industrial Strategy; and the GM LEP Economic Proposition
- **Governance:** Maintaining the LEP's unique governance model and role in policy oversight; exploring diversity and inclusion; and strengthening local and national engagement
- **Performance:** Delivering on LEP priorities through programmes supported by the Local Growth Fund, Get Building Fund and LEP Capacity Fund along with projects with key partners such as TfGM, the Growth Company and GMCA

4. Recommendations

4.1 Recommendations appear at the front of this report.

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Draft Greater Manchester Local Enterprise Partnership

Annual Report 2019/20

1. INTRODUCTION

- 1.1 The Greater Manchester Local Enterprise Partnership (GM LEP) sits at the heart of the city region's governance arrangements, ensuring that business leaders are empowered to set the strategic course, determine local economic priorities and drive growth and job creation across Greater Manchester.
- 1.2 It is a private-sector led, voluntary partnership whose core function is to provide strategic leadership to deliver the region's growth ambitions alongside the GMCA and partners.
- 1.3 This approach is underpinned by joint ownership of the Greater Manchester Strategy 'Our People, Our Place', which represents a long term blueprint for the future of all the people of Greater Manchester and how we can work together to achieve a better future.
- 1.4 Together, GM LEP and the GMCA provide a robust set of decision-making and governance structures in delivering our shared vision for Greater Manchester to be one of the best places in the world to grow up, get on and grow old.
- 1.5 A LEP Annual Delivery Plan was published in Spring 2019 settings out the key activities that would help GM LEP release this vision over the period April 2019 to March 2020.
- 1.6 This report highlights our progress in achieving in these priorities and, in line with the approach adopted by the LEP in 2019 to structure Board meetings, is set out to reflect the key themes of Strategy, Governance and Performance.

2. STRATEGY

- 2.1 Greater Manchester has a unique partnership model of GM LEP and GMCA providing collective leadership through a shared vision and set of priorities for the city region, as set out in key documents such as the Greater Manchester Strategy and GM Local Industrial Strategy. In 2019/20, the LEP helped drive the development of this strategic agenda in a number of key areas.

Greater Manchester Strategy

- 2.2 The 2017 Greater Manchester Strategy (GMS) set out a commitment to publish an Implementation Plan to detail the specific actions and activities underway to deliver GM's strategic vision and ambitions. In April 2018, a two-year Implementation Plan was agreed with the inclusion of ambitions to be achieved by 2020 along with delivery milestones.
- 2.3 The LEP has a particular focus on Greater Manchester Strategy priorities 3 and 4 – creating good jobs with opportunities for people to progress and develop and developing a thriving and productive economy in all parts of Greater Manchester – as the areas where then LEP Board can use their private sector insight and experience to add most value in driving delivery
- 2.4 In 2019/20, the LEP received regular updates on the progress against the agreed delivery milestones and ambitions for each of the GMS priorities as set out in the GMS Implementation

Plan. GM LEP oversight ensured that lessons learnt and areas for improvement were taken into account in shaping the future delivery of the GMS which will help achieve the GMS 2020 ambitions and targets.

Greater Manchester Local Industrial Strategy

- 2.5 In June 2019 GM LEP/GMCA and Government jointly launched the Greater Manchester Local Industrial Strategy (LIS) one of the first Local Industrial Strategies in England.
- 2.6 This groundbreaking approach was developed with a comprehensive consultation exercise advised by the Independent Prosperity Review which was established to undertake a detailed and rigorous assessment of the current state, and future potential, of Greater Manchester's economy.
- 2.7 Ten years on from the Manchester Independent Economic Review (MIER) it provides a fresh understanding of what needs to be done to improve productivity and drive prosperity across the city-region.
- 2.8 The LIS sets out a wide range of cross-cutting actions to strengthen the city-region's economy, and capitalise on the city-region's unique assets and opportunities by:
- Setting Greater Manchester up to be a global leader on health and care innovation - creating new industries and jobs, improving population health and extending healthy life expectancy;
 - position Greater Manchester as a world-leading city-region for innovative firms to experiment with, develop and adopt advanced materials in manufacturing;
 - build on Greater Manchester's position as a leading European digital city-region; enable the digitalisation of all sectors; and capitalise on the links between digital and creative industries; and maximise growing assets in cyber security;
 - achieve carbon neutral living in Greater Manchester by 2038, by launching the UK's first city-region Clean Growth mission
 - strengthening the foundations of productivity in the city-region to ensure that growth benefits all people and places
- 2.9 The LEP recognises that it has a key role in driving the implementation of the LIS. In 2019/20 a review of thematic boards/groups was undertaken to ensure that structures and membership are appropriate in light of the GM Local Industrial Strategy with each private sector LEP Board member now taking lead responsibility for a key LIS thematic area.

GM Policy Development

- 2.10 Beyond the GMS and LIS, GM LEP has contributed to key GM strategy development in 2019/20 both at Board level and through participation of LEP members in key projects and initiatives including:
- **Spending Review Submission:** GM LEP had a key role in the development of the GM submission to the 2019 national Spending Review, which will shape the future direction of devolution in the city-region
 - **GM Digital Blueprint** sets out the next chapter in our ambition to be recognised as a world-leading digital city region, with an ongoing commitment to taking an open, innovative and connective approach to delivering that ambition.

- **Greater Manchester Spatial Framework** which sets out how the city-region will build the right homes in the right places so everyone can live in environmentally sustainable villages, towns and cities connected by a fully integrated, high-capacity transport system
- **Transport Policy** including the Our Network transport vision, bus reform consultation and GM Clean Air Plan
- **Infrastructure Framework 2040** which aims to develop and maintain a holistic infrastructure system that is robust, accommodates sustainable growth and supports the ambitions of the Greater Manchester Strategy
- **GM Housing Vision** seeks to realise the GMS priority to of safe, decent and affordable housing with homes to fit the needs and aspirations of current and future citizens
- **Stockport Town Centre West Mayoral Development Corporation** provides a radical new approach to deliver an ambitious vision for the future of Stockport town centre
- **GM Investment Strategy** brings together a series of investment funds aimed at encouraging business growth and investment in property and infrastructure.
- **GM International Strategy** recognises the transformational impact international engagement can bring to local areas as well as the vital importance it now plays in supporting the city-regions economic recovery. The Strategy aims to coordinate international activity and efforts across the city-region to ensure we deliver on our long-term ambition of becoming a top global city-region
- **GM Social Enterprise Advisory Group** was established to advise the Mayor, GMCA and GM LEP on the delivery of the ambition for social enterprise in Greater Manchester with an initial focus on the actions needed to ‘create the conditions for social enterprises and co-operatives to thrive’ as outlined in the GM LIS.
- **Graphene Engineering Innovation Centre** specialises in the rapid development and scale up of graphene and other 2D materials application and will help companies develop and launch new technologies, products and processes that exploit the remarkable properties of graphene and other 2D materials.

Communications

- 2.11 In May 2019, GM LEP published its Annual Delivery Plan which sets out the key activities planned for April 2019 to March 2020 including a clear commitment to develop a GM LEP Communications Plan.
- 2.12 Improving communications was highlighted as a critical requirement for 2019/20, both to ensure that Board members are fully up to date and engaged with the work of all members of the GM LEP and to ensure that the work of the GM LEP is being effectively communicated to external audiences.
- 2.13 The LEP therefore developed a draft LEP Communications Plan setting out a comprehensive media, communications and engagement approach to ensure the work of the GM LEP is being effectively communicated to a range of key audiences.
- 2.14 This includes the LEP’s implementation of the Greater Manchester Strategy, International Strategy and Local Industrial Strategy to local and national stakeholders with a comprehensive media, communications and engagement approach. This will complement the work of Marketing Manchester in promoting Greater Manchester on the national and international stage.

3. GOVERNANCE

3.1 The unique GM leadership model has GM LEP integrated into the heart of our decision-making processes, putting the private sector at the centre of policy and strategy development. The LEP's governance procedures are central to the success of this approach and were strengthened in 2019/20 as set out below.

Board Membership

3.2 GM LEP works on behalf of all the people of Greater Manchester and recognises that different people bring different ideas, knowledge and perspectives. As part of this commitment to equality, GM LEP refreshed its board membership in 2019 via an open and transparent recruitment process to ensure that it better reflects the breadth of industrial sectors and improves the representation of the diversity of Greater Manchester's people.

3.3 This refresh resulted in the appointment to the Board of new members bring fresh insight to the LEP along with the appointment of a Diversity Champion to help drive the Board's diversity and inclusion agenda.

3.4 The refresh also saw the existing Chair step down to be replaced by a new Co-Chair model. In a nationwide first, the LEP appointed two industry leaders as Co-Chairs of the board, with Mo Isap and Lou Cordwell, beginning their roles in Spring 2020.

3.5 The full refreshed Board is set out as follows:

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

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

	Member	Business/Role
Ex-Officio Member	Mike Blackburn	Consultant
	Vanda Murray	Non-Executive Director (Diversity Champion)

Transparency and Accountability

- 3.6 The National Local Growth Assurance Framework was published in January 2019 and sets out Government's guidance for places that are required to develop their own Local Assurance Framework.
- 3.7 The GM Local Growth Assurance Framework was published in July 2019 and is our local response to the principles and requirements of the National Local Growth Assurance Framework and sets out how these will be delivered at local level. The GM Assurance Framework outlines the assurance arrangements for both the GMCA and GM LEP for funding paid as part of Greater Manchester's integrated 'Single Pot'.
- 3.8 Alongside the LEP's Terms of Reference, these documents outline the key practices and standards which are necessary to provide Government and local partners with assurance that decisions over funding are proper, transparent, and that they deliver value for money.
- 3.9 As highlighted in the GM Local Growth Assurance Framework, GM LEP is fully committed to transparency and accountability. For instance, the LEP Chair appeared at the GMCA Economy, Business and Skills Oversight and Scrutiny Committee to update GM Members on the LEP's work GMS in November 2019.
- 3.10 Transparency extends to holding all LEP meetings in public (including an AGM in September 2019) with meetings, reports and minutes published on both the GMCA and LEP websites along with a commitment to respond to any Freedom of Information requests.
- 3.11 The LEP website was regularly updated in 2019/20 with news on how the LEP was delivering on its priorities along with reporting on key milestones. The website also continued to provide details of current Board membership, the Local Growth Assurance Framework, the LEP Terms of Reference, Governance Assurance Statement, key projects and links to the publication of financial information.

- 3.12 The LEP Board continues to act with integrity as set out in our Code of Conduct in line with the Nolan Principles for standards in public life. This year, the LEP has also adopted GMCA's complaints procedure and extended the GMCA Whistleblowing Policy to cover GM LEP and its Board members.
- 3.13 More specifically, we recognise the potential for LEP Board members to have a conflict of interest in decision making and a key principle of our assurance processes is that all LEP members must declare any interests relating to agenda items at every meeting.
- 3.14 We publish a Register of Interests which since August 2019 is now updated on a six monthly basis along with a new Gifts, Hospitality and Expenses Register established in the first quarter of 2019.

Partnership and Engagement

- 3.15 The LEP also has a central role in providing thought-leadership and challenge to support the on-going development of the GM strategic agenda. The GM Foresight Group brings was set up to provide a longer-term perspective on the challenges and opportunities that GM is seeking to address in its Local Industrial Strategy.
- 3.16 The group consists of people who have been invited to join on the basis of their wide experience nationally/internationally and being experts in their own particular field. Beyond this, the group is an ideal forum for capturing the advocacy and provocation of people with a keen interest in the future of the GM economy.
- 3.17 The group met twice in 2019/20 with discussions tailored to the key LIS themes Creativity and Clean Growth including guest speakers Sir Peter Bazalgette and Lord Nicholas Stern of Brentford respectively.
- 3.18 The LEP works in partnership at sub-regional, regional and national level for the benefit of the city region. In particular, GM LEP is an active member of the national LEP Network and is committed to further partnership working across the Network in future.
- 3.19 GM LEP is also a founder member of NP11, bringing together the 11 Northern LEPs to tackle boost productivity, overcome regional disparities in economic growth and tackle the historic north-south divide. The city-region is committed to supporting pan-Northern initiatives such as the NP11 (with GM taking a lead on Trade and Investment activity across the North), TfN and the Convention of the North.

4. PERFORMANCE

- 4.1 Delivery on LEP priorities is not just through strategic input and oversight as noted above but driving project delivery with public, private and voluntary sector partners. This includes GMCA, the ten GM districts and partners such as transport for Greater Manchester and the Growth Company.

Local Growth Fund

- 4.2 The £493.5m GM LGF programme support GM's strategic ambitions through investment in innovation, infrastructure and skills provision.

- 4.3 The programme will help to deliver an integrated post-16 learning infrastructure across Greater Manchester that meets the city region's needs; provide a better integrated transport network across Greater Manchester, improving access to public transport and employment locations; and boost economic development and regeneration with a focus on science, digital and business support.
- 4.4 Over the programme lifetime, programme is expected to leverage £210m in match funding and deliver 6,250 job outcomes
- 4.5 In 2019/20, the LGF programme delivered:
- £100m LGF funding has been spent in 2019/20 and secured £109.5m match funding
 - 8 new projects have been brought onto the programme in 2019/20
 - The programme remains on course to complete all spend by the end of 2021 and will meet our commitments in match funding and job outcomes over the lifetime of the projects
- 4.6 Economic Development and Skills delivery highlights for 2019/20 included:
- **Productivity and Inclusive Growth Programme** – An integrated business support offer led by the Business Growth Hub to deliver sustainable and inclusive growth across the city-region. Delivery commended in Summer 2019 with 1270 businesses supported so far including a mixture of start-ups. The programme continues to help business introduce new products to market and reduce their carbon footprint which has achieved a total reduction of 1480 tonnes of Greenhouse Gas (GHG). 284 new jobs have also been created within the enterprises supported.
 - **Skills Capital 2** – All Skills Capital (Round 2) projects have now commenced on site and are making good progress. Two projects at Wigan & Leigh College have been completed including remodelling works and rationalising all Leigh activities onto one campus specialising in T levels and L4+ qualifications.
 - **Skills Capital 3:** The third and final round of Skills Capital has been taken through a competitive commissioning process and resulted in the remaining funds being awarded to two projects: refurbishment and extension of Hopwood Hall Advanced Technology Centre; and a series of improvements across the Bury College estate.
 - **School of Digital Arts** – The School of Digital Arts is an interdisciplinary school at Manchester Metropolitan University that will drive the next generation of creative content through teaching, research and partnership with industry. The project incorporates specialist and flexible production studios and labs, a cinema, a business incubation hub and staff offices. A ground breaking ceremony took place in November 2019 attended by the Mayor of Greater Manchester and key partners with works progressing well on site.
 - **GM Cyber Innovation Centre** – The Greater Manchester Cyber Innovation Centre is being created to facilitate the growth of cyber security businesses in the region. The Centre will be the cyber embassy for Greater Manchester and the wider region, providing collaborative space in which companies, universities and government can share best practice to tackle cyber threats. The project has now progressed through final business case approvals and is now in delivery
- 4.7 Transport delivery highlights for 2019/20 included:
- **CCTS MSIRR Regent Road** – This major re-configuration at the western gateway to the Regional Centre was completed in January 2020.

- **Stockport Interchange** – This development will provide a new interchange facility to improve integration with the town centre and rail station. The advance bridge works were completed in December 2019 with the highways package to be delivered by Summer 2020.
- **Wigan Gateway A49** – This major scheme will significantly strengthen local infrastructure by providing a strategic link from M6 J25 to Wigan Town Centre and nearby strategic sites. Delivery progressed well in 2019/20 with the project due for completion in summer 2020.
- **Ashton Interchange** – This major development will provide a new interchange facility within Ashton Town Centre, providing passengers with much-improved facilities and a modern, accessible gateway to the town. The Interchange supports the economic growth of the town by providing enhanced connectivity in a modern, safe and welcoming environment. Work continues to progress well and is due for completion in Summer 2020.
- **CCTS MSIRR Great Ancoats Street** – This project started on site in Jan 2020 and will facilitate development and reduce congestion around the eastern section of the Regional Centre’s Inner Relief Route.
- **Bolton Salford Quality Bus** – This project has started on site and will provide a comprehensive package of bus priority measures.
- **A5063 Trafford Rd Improvement** – Work commenced on site in February 2020 to provide a range of junction improvements to improve capacity.
- **Rail Station Enhancement, Bus Access and KRN** – The project will improve facilities, capacity and create better environments at Swinton Station in Salford. The project has already completed more than 90 junction upgrades to SCOOT and MOVA on the KRN with the bus stop accessibility programme now commencing later in 2020.

Capacity Funding

4.8 The Board has an allocation of £500,000 from Government to support the development of strategic growth initiatives in the city region.

4.9 In 2019/20, this funding was allocated as follows:

- GMCA: Research, Policy and Strategy Development - £250k
- Marketing Manchester: Content Curation - £95k
- Marketing Manchester: Communications, PR and Digital - £50k
- GMCA: LEP Membership Review – £20k
- GMCA: Delivery of LEP Foresighting Group - £5k
- Contribution to the LEP Network - £6k
- LEP contingency for ad hoc activity including expenses - £5k

4.10 The remainder of the funding was allocated in support of the implementation of the priorities of the Local Industrial Strategy.

The Growth Company

4.11 The Growth Company – which includes the GM Business Growth Hub, MIDAS, and Marketing Manchester – is a key delivery partner for the GM LEP. In addition to its formal Board, the relevant parts of its Business Plan was endorsed by the LEP in March 2019 with progress on its work being reported regularly to the GM LEP throughout 2019/20.

4.12 During 2019/20 as part of Growth Company activities the GC Business Growth Hub has delivered targeted business support activities under the Business Productivity and Inclusive Growth Programme (BPIG): By March 2020 having assisted 1,636 businesses to become more

productive, or achieve growth, creating 598 jobs and also, supporting 620 entrepreneurs in GM. In addition, services were rapidly pivoted in March 2019 to meet the impact of Covid-19, putting in place enhanced intelligence gathering, outreach and those resources need to meet business demand with local partners, both public and private.

4.13 More broadly the Growth Hub became the delivery lead for the national Be the Business Mentoring programme and also became the national coordination partner for BEIS supporting the Growth Hub Network in England, with the roll out and delivery of EU Exit and the national response to Covid-19.

GMCA - The Accountable Body

4.14 Over the last twelve months, GMCA has continued to act as the accountable body for GM LEP, ensuring that all decisions about regarding LEP funding remain transparent and comply with grant conditions, the GMCA's procurement framework and state aid rules within the statutory framework.

4.15 In practice, this has included:

- ensuring the decisions and activities of the GMCA and GM LEP conform with legal requirements with regard to equalities, environmental, compliance with State Aid rules, procurement of services;
- working with the GM LEP to identify a prioritised list of investments in accordance with GM's strategic priorities;
- ensuring that GMCA and the GM LEP's funds are used appropriately and value for money is achieved;
- ensuring that the provisions of the Assurance Framework are being adhered to;
- Maintaining an official record of GMCA and GM LEP proceedings are maintained;
- ensuring that the GMCA and GM LEP's funding is subject to internal and external audit requirements; and
- actively managing the devolved budget and programme to respond to changed circumstances
- Updating the GMCA corporate risk register and Risk Management Strategy

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Greater Manchester Local Enterprise Partnership

Delivery Plan April 2020 to March 2021

1. INTRODUCTION

- 1.1. The Greater Manchester Local Enterprise Partnership (GM LEP) sits at the heart of the city region's governance arrangements, ensuring that business leaders are empowered to set the strategic course, determine local economic priorities and drive growth and job creation across Greater Manchester.
- 1.2. It is a private-sector led, voluntary partnership whose core function is to provide strategic leadership to deliver the region's growth ambitions alongside the GMCA and partners.
- 1.3. This approach is underpinned by joint ownership of the Greater Manchester Strategy 'Our People, Our Place', which represents a long term blueprint for the future of all the people of Greater Manchester and how we can work together to achieve a better future.
- 1.4. Together, GM LEP and the GMCA provide a robust set of decision-making and governance structures in delivering our shared vision for Greater Manchester to be one of the best places in the world to grow up, get on and grow old.
- 1.5. This Annual Delivery Plan sets out the key activities that will help GM LEP release this vision over the period April 2020 to March 2021.
- 1.6. This Annual Delivery Plan sits alongside a number of other Greater Manchester documents that collectively provide a comprehensive framework for strategy development, project delivery, and performance management. These include:
 - Greater Manchester Strategy and Implementation Plan
 - Greater Manchester Local Industrial Strategy and Implementation Plan
 - GM Living with Covid Resilience Plan
 - GM LEP Economic Proposition – Building a Greater Manchester, Making a Greater Britain
 - Greater Manchester Local Growth Assurance Framework
- 1.7. In line with the approach adopted by the LEP in 2019 to structure Board meetings, is set out to reflect the key themes of Strategy, Governance and Performance as follows:
 - **Strategy:** outlines the key activities the GM LEP will lead on to drive the strategic development of Greater Manchester
 - **Governance:** outlines how the GM LEP will operate and develop as a Strategic Board in 2020/21
 - **Performance:** outlines key milestones for LEP projects between April 2020 and March 2021, including Local Growth Fund, Get Building Fund and LEP Capacity Fund

2. STRATEGY

Greater Manchester Strategy

- 2.1 Greater Manchester has a unique partnership model of the GM LEP and the GM Combined Authority providing collective leadership through a shared vision and set of priorities for the city region as set out in the Greater Manchester Strategy.
- 2.2 The LEP has a particular focus on Greater Manchester Strategy priorities 3 and 4 – creating good jobs with opportunities for people to progress and develop and developing a thriving and productive economy in all parts of Greater Manchester – as the areas where then LEP Board can use their private sector insight and experience to add most value in driving delivery.
- 2.3 The Greater Manchester Strategy is accompanied by a clear Implementation Plan, which sets out actions and milestones up to 2020 to deliver the city region’s ambitions. Performance against the milestones and progress towards the 2020 targets will be regularly reported to the LEP Board.
- 2.4 The GMS set out a platform for the development of the GM Local Industrial Strategy (see below). These two strategies set the overarching course for the LEP with detailed actions and outcomes set out in their respective Implementation Plans and evaluation frameworks
- 2.5 However, the unprecedented impact of the Covid pandemic has required the LEP and its partners to re-evaluate its approach for 2020/21 and address the current challenges and opportunities.

GM Living with Covid Resilience Plan

- 2.6 Since agreeing our collective ambitions, we have made huge progress; helping people take charge of their own lives, achieve their potential and have a sense of hope and optimism for the future of their city-region remains our priority.
- 2.7 But Covid has required us to re-consider our agreed values, our strategy and the ambitions and priorities in it. As part of our recovery and rebuilding planning we have considered how Covid may have disrupted our strategy and review our priorities in light of the impacts evidenced by the pandemic.
- 2.8 The Greater Manchester Living with Covid Resilience Plan is a one year delivery document which considers the impacts arising from Covid. The Plan provides a bridge between the existing Greater Manchester Strategy and the refresh now due to take place next year and will form the framework for the LEP’s key actions in 2019/20 ahead of the GMS Implementation Plan
- 2.9 It captures the actions to be taken in the short term to build resilience and begin to respond to those impacts. The Plan recognises the significant and disproportionately impacts arising from Covid on Greater Manchester residents, businesses and places, but also seeks to acknowledge the positive gains and innovations which supported Greater Manchester’s response to the pandemic
- 2.10 The Plan takes account of GM’s overarching principles which were determined early on in our response to the pandemic and continue to shape and guide the development of the Living with Covid plan.

- Inequalities / poverty
- Safe GM / Standards
- Co-design, civil society and social infrastructure
- Building a confident city-region
- Resilient city-region
- Recovery in the context of GMS (opportunities to achieve our aims faster; risks to achieving our aims)
- Behaviour change

2.11 The detailed impacts, actions and deliverables are set out below.

GM Covid Recovery and Resilience Plan – Impacts identified and GM Deliverables

Impacts:

- **Health impacts** on BAME people, disabled people and older people
- **Mental health impacts** on all ages, shielding people, and those more likely to be isolated
- **Educational and social impacts** in particular on disadvantaged children and families
- **Fragility of the social care system** laid bare
- **Lack of access to physical and mental health care** among disabled people and shielding people
- **Lack of access to food** among poorer communities
- **Digital exclusion impacts** as services shift to online, exclusion and isolation including older people and disabled people
- **Economic impacts** on low paid workers, young people and the self-employed and devastating impact on cultural sector
- **Greater Manchester's businesses** and economic sustainability and growth has suffered
- **Homelessness and rough sleeper impacts**, as people were housed in hotels
- **Managing risks for key workers**, ensuring safe continuation of essential services
- **Towns and cities**, limited use during lockdown
- **Fear of starting up 'normal' life again**
- **Role of and reliance upon VCSE organisations** as part of the networked emergency and ongoing response
- **Improvements in service provision / efficiency**, increase in online NHS consultation and delivery of wider services digitally
- **Greater data sharing** across agencies enabled targeted, timely responses
- **Temporary cleaner air** and environmental gains achieved through changes to work and travel patterns, but challenges related to use & capacity of public transport services
- **Emergence of new community networks** and social infrastructure e.g. Community Hubs, closer working with schools
- **Creation of multiagency networks** and support systems e.g. PPE sourcing and mutual aid
- **Locally controlled devolved resources** enabled targeted, timely responses
- **GM Partnerships** and ways of working, reinforced and strengthened approaches, delivering effective responses
- **Digital shift and capabilities**, with rapidly developed novel operating models, to be retained and developed

Significant and potentially devastating, to be tackled urgently

Challenging but manageable, to be tackled and improved

Positive benefit, to be reinforced and maintained

GM Deliverables:

- Implement a system wide approach to assessing and responding to evidenced inequalities in the design and delivery of recovery and restart activity
- Sustain support to care homes and extend Living Well at Home to strengthen the resilience of adult social care provision
- Boost physical activity programmes and social prescribing, including for people with long term conditions
- Sustain the food bank network
- Complete 'Everyone In' and deliver a transition programme and ongoing support for homeless people
- Building on the Community Hubs experience and closer working with schools, develop integrated neighbourhood services, sharing people, data, money and stories
- Launch a targeted plan to tackle digital exclusion
- Ensure the provision of comprehensive mental health and wellbeing support accounting for the growth in demand and severity across all age ranges
- Restore proactive care and support for both children and adults for those with long term health condition and support those who are recovering from Covid
- Supporting successful return to school and college for all learners, with inclusion of catch up and wellbeing support if needed
- Learning from each other on how best to manage any increases in safeguarding for children & young people and vulnerable adults
- Deliver GM employment and skills recovery plan with evidence based targeted programmes of support
- Establish GM Independent Inequalities Commission
- Immediate implementation of the GM Social Value Framework
- Appropriately contracted provision from the VCSE sector as part of ongoing networked support infrastructure
- Develop system wide responses to maintain and develop social infrastructure as part of driving more inclusive economic growth in the future, including system changes, investment and formal collaboration with new infrastructure
- Deliver housing and public building retrofit programme as part of greener economic recovery
- Provide support to enable businesses including social enterprises to innovate and adapt
- Targeted support to sectors facing lasting impacts from Covid, and growing sectors with investment where they can exploit new opportunities
- Significantly expand the GM Good Employment Charter to drive more secure work, higher pay and better employment standards
- Develop and deliver a Cultural Recovery Plan, recognising the role of a sustainable cultural sector as a key driver of a vibrant GM
- Continue the SafeGM campaign to provide reassurance about getting back to work
- Secure infrastructure investment needed to kick start the economy
- Swiftly progress investment opportunities as part of economic stimulus and push for wider government funding for councils and locally devolved resources
- Continue to build the mutual aid and support systems where they add value and provide a better way of working
- Deliver the Cycling and Walking Plan
- Fully functioning public transport system and support from DfT
- Progress GM Clean Air Plan and build on positive shift in travel behaviour
- Progress Environment Plan to reduce carbon emissions and create an improved, more resilience natural environment for socially distanced recreation

2.12 The LEP will work with partners from across Greater Manchester to deliver these outcomes as well as continue progress delivery of the Greater Manchester Strategy and GM Local Industrial Strategy.

2.13 In particular, the LEP will take a lead in 2020/21 with GMCA via the Growth Company for coordinating the system to achieve the following deliverables:

Theme	Key Deliverable	Supporting Actions
Provide support to enable businesses including social enterprises to innovate and adapt	Deliver GM Business Productivity and Inclusive Growth Programme	<ul style="list-style-type: none"> • Drive digital investment to support the creation and scaling of SMEs • Develop a support for SMEs focusing on leadership and management • Gather intelligence and support high quality delivery of early education and childcare provision • Support innovation through promotion of Circular Economy principles to stimulate clean growth and resilience to supply chains • Continue to deliver and expand the Green Growth business support programme • Use Innovation Partnership on Healthy Ageing to create new products and services in GM that can be adopted across the UK and exported • Use Greater Manchester Advanced Materials and Manufacturing Alliance (GAMMA) to drive investment into GM's manufacturing sectors and link them with GM's universities and other national centres
Targeted support to sectors facing lasting impacts from Covid, and growing sectors with investment where they can exploit new opportunities	Use GM's policy, convening role and resources to drive faster improvements to jobs and productivity in the Foundational Economy in line with the Local Industrial Strategy	<ul style="list-style-type: none"> • Deliver programmes under labour market recovery plan, including; Stimulating demand for Apprenticeships; Increase in funding to support 19+ on sector specific qualifications; focus on retraining and reskilling; supporting those being redeployed/redundant through furlough; Fast Track 3; sector based work academies working with JCP • Develop enabling mechanisms to support growth in Environmental Technologies sector including an Energy Innovation Agency and Retrofit Accelerator • Deliver collaborative work across digital sector including retraining programmes for unemployed due to Covid • Publish Greater Manchester Spatial Framework • Provision of Kick Start to target sectors and Working Well to target where employers can

		<p>support those furthest away from the labour market</p> <ul style="list-style-type: none"> • Support existing business support programmes for eco-innovation and resource efficiency; Encourage carbon-intensive sectors to use carbon-reduction as an improvement tool • Assess the impact of C-19 response and recovery activity on GM LIS Implementation Plan and strategic priorities, and in line with new vision for GM's economy
Significantly expand the GM Good Employment Charter to drive more secure work, higher pay and better employment standards	Update the GM Good Employment Charter to account for COVID-19 impacts and to significantly expand the Charter's membership and supporters, to drive more secure work, higher pay and better employment standards	<ul style="list-style-type: none"> • Clear link with jobs and how GM ensures it can use the Employment Charter to create 'good jobs' particularly through Kick Start • Undertake work to understand the impacts of C-19 for GM's drivers of growth including GM's anchor institutions, major employment sites and across different types of 'place'

2.14 The GMS performance dashboards (the outcome metrics) are continuing to be monitored six monthly, aligned to the GMS priorities. This is being monitored alongside the Living with Covid Plan. The Living with Covid Plan is being performance managed by the recovery coordination group, with the first quarterly update due in December 2020.

2.15 The performance update of the Living with Covid Plan will be a narrative update of progress and also developments against the deliverables in the plan, capturing as appropriate any change in circumstance or progression of the activity to respond to changes, and will also provide a broad system wide view on overall collaboration and progress.

2.16 Importantly, the performance update will reflect the fact that the Living with Covid Plan was developed to drive not just specific actions but system change to build resilience for the ongoing pandemic response and a future platform for GM to build back better.

GM Local Industrial Strategy

2.17 The GMS set out a platform for the development of the GM Local Industrial Strategy (LIS) which was launched jointly with the Government in June 2019 and sets out a framework and set of actions for how these priorities will be achieved. This will mean capitalising on the city-region's unique assets and opportunities by:

- establishing Greater Manchester as a global leader on health and care innovation, creating new industries and jobs, and improving population health and extending healthy life expectancy;
- positioning Greater Manchester as a world leading region for innovative firms to experiment with, develop and adopt advanced materials in manufacturing;



- building on Greater Manchester's position as a leading European digital city region, to maximise growing assets in cyber security, enable the digitalisation of all sectors and capitalise on the links between digital and creative industries that feed internationally-significant clusters in broadcasting, content creation and media;
- launching the UK's first city-region Clean Growth Mission to achieve carbon neutral living in Greater Manchester by 2038.
- strengthening the foundations of productivity in the city-region to ensure that growth benefits all people and places

2.18 The LIS is underpinned by a strong evidence base in the recently updated Independent Prosperity Review with its greater focus on supporting businesses in the foundational economy in response to the Covid pandemic.

2.19 The LEP recognises that it has a key role in driving the implementation of the LIS. In 2019/20 a review of thematic boards/groups was undertaken to ensure that structures and membership are appropriate in light of the GM LIS with each private sector LEP Board member now taking lead responsibility for a key LIS thematic area.

2.20 Taking account of the impact of the Covid pandemic, delivery of the LIS in 2020/21 will focus on supporting the city region's recovery and long-term growth prospects. These priority actions are set out below:

- Develop the model for 'Advanced Materials City' as part of the ongoing work to define the **M62 North East Growth Corridor** to grow high value jobs in the North of GM
- **Develop a Robust Digital Skills Pipeline** through delivery of pilot programmes including GM Skills for Growth programme and Skills Investment Pot
- Establish the UK's first city region **Clean Growth Mission** through delivery of low carbon retrofit programmes; installation of local renewable energy generation and smart heat supply; sustainable and low carbon transportation; natural capital investment; and business support including review of the Year 1 Mission Based Approach model
- Apply recommendations from **Post-16 Education, Skills and Work Partnership** in policy development and delivery with an agreed programme of work
- Maximising the impact of existing investments in innovation assets and developing GM's ecosystem through a new model of innovation - '**Innovation GM**'*
- Continue implementation and scale-up of the **GM Good Employment Charter** linked to work to improve the productivity of the foundational economy*
- Implement new **Leadership and Management Support programme** to increase the productivity, innovation and growth of businesses in GM*
- Develop an action plan to improve jobs and productivity in the '**Foundational Economy**' by Spring 2021, working with big employers in key sectors, and including policy alignment across the city region*

**NB: These programmes are subject to the release of further funding decisions with GMCA*

Building a Greater Manchester, Making a Greater Britain

2.21 Looking towards the longer term, the LEP recognises that as we move into recovery there is an opportunity to build back better and reshape Greater Manchester's economy in the wake of the pandemic. This means not just going back to business as usual but building confidence to move forward to greater.

- 2.22 The LEP is therefore developing an economic proposition in 2020/21 that will represent a bold vision led by business and the LEP, working with the GMCA, to set out the sort of Greater Manchester we want to help create. The plan – Building a Greater Manchester, Making a Greater Britain – will provide a blueprint for remodelling the city-region’s economy and include a range of long-term initiatives to help businesses innovate more effectively and become more productive, creating a greener and more resilient economy.
- 2.23 It builds on the Local Industrial Strategy, while recognising the shift in attitudes among people, businesses and investors brought on by the coronavirus pandemic and is underpinned by an evidence base from the recently updated Greater Manchester Independent Prosperity Review.
- 2.24 This is a vision that sees Greater Manchester at the heart of the Northern economy with assets vital to driving UK growth. We will build again on our heritage of innovation to drive economic and social advance. We will drive an economic recovery that puts people first, embraces the benefits of diversity, rebalances inequalities, creates lasting resilience, supports the move to net zero carbon and rethinks productivity.
- 2.25 We will be recognised around the world for our global strengths and progressive thinking in advanced materials and manufacturing, health innovation, digital and creative, and clean growth.
- 2.26 Innovation will be central to how we can achieve this transformation and so we need a new approach if we are to diversify the business base, transform ways of working, build vibrant places, create future resilience, support pathways to work, and tackle social issues
- 2.27 This will need a whole ecosystem approach to drive real alignment around all public resources/structures, and partnerships with business, to foster creative places and people. Working with our partners, GM LEP will create that ecosystem via a framework of thematic action.
- 2.28 This is not intended to be a detailed plan but sets out what we believe we need to deliver and the first actions the LEP will prioritise in 2020/21 to achieve that vision. The key themes of the proposition along with deliverables and initial actions are set out below:

Theme	Key Deliverable	Initial Actions
Securing R&D investment in our global assets and translational activity across GM to drive national and local growth	Attracting R&D investment based on GM’s areas of strength and excellence, and translating this to drive economic growth nationally as well ensuring it supports economic growth in all parts of GM is vital.	<ul style="list-style-type: none"> • Developing and delivering Innovation GM to capitalise on our assets and translating R&D excellence into productivity gains and economic growth. Innovation GM will develop: <ul style="list-style-type: none"> ➤ Specialist Facilities in our identified areas of strength ➤ Innovation Districts in all GM Towns and Cities to enable the clustering of innovative businesses in all places

		<ul style="list-style-type: none"> • Driving public-private collaboration and investment through the GM Local Industrial Strategy e.g. the Graphene and Advanced Materials in Manufacturing Alliance and the Health Ageing Innovation Partnership
Supporting a culture of business innovation	Driving the innovation adoption of all firms in Greater Manchester to achieve a productivity uplift at scale with digital activity at its heart.	<ul style="list-style-type: none"> • Developing the Productivity Programme to help protect companies and jobs now, and with recovery/change • Creating a new generation of Leaders and Managers in GM – including a world leading programme of Female Entrepreneurship and increasing the number BAME leaders • Developing GM's Innovation Finance offer to support businesses
Growing an integrated pipeline for talent, skills & progression at all levels	Attracting, developing and growing our own talent is vital to an innovation ecosystem. GM will put this at the heart of its approach – focusing on supporting: residents to have a clear pathway to jobs; and businesses to invest in talent development.	<ul style="list-style-type: none"> • Creating a single Talent City Region system – bringing employer demand for specific occupations together with GM FE Colleges Group/new GM Universities forum/providers to generate a different approach to skills provision, creating a joined up skills system • Support a targeted plan to: drive BRIDGE GM as the platform for engaging business with labour market responses; tackle Digital Exclusion; support Apprenticeship placements in GM; and create a Kick Start Board to support 16,000 jobs for young people • Lobbying for an integrated Learning and Work Budget – an integration of initiatives and funding to provide the support people get into, and on in, work
Driving Good Employment	To tackle inequalities, embrace diversity and balance profit with people and sustainability we need to support productive, job rich, fair employment - enabling people and employers to reach their full potential and 'level up'.	<ul style="list-style-type: none"> • Rapidly expanding the Good Employment charter as initial way to: drive GM as a Living Wage City Region; encourage inclusivity and diversity in company leadership; and ensure employers have mental health/wellbeing support in place

<p>Stimulating investment to create desirable places where people thrive</p>	<p>Creating places where people want to live, work and invest and where people can thrive is vital to success.</p>	<ul style="list-style-type: none"> • Delivering the GM Infrastructure Programme • Supporting Innovation Districts in all parts of GM, as part of Innovation GM • Arguing for a place based settlement and the Funding Flexibilities within existing funds to build local capacity to support place regeneration • Attracting private and VC investment into GM from organisations who share our aims, to support companies and place infrastructure
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3. GOVERNANCE

LEP Board Leadership

- 3.1 Greater Manchester has developed a unique approach that has GM LEP integrated into the heart of our decision-making processes, putting the private sector at the centre of policy and strategy development.
- 3.2 GM LEP adopted a new leadership model commencing in April 2020 with the appointment of Mo Isap and Lou Cordwell as Co-Chairs. The model is a nationwide first and reflects the LEP's commitment to be the modern, collaborative and ambitious voice of Greater Manchester business. The new leadership model will build on the existing strengths and collaborative infrastructure of the Board and strengthen GM LEP's platform of public and private partnership.
- 3.3 This approach will be complimented by a refresh of the LEP Board membership in 2020/21 to recruit to current vacancies in line with the LEP's diversity and representation principles. This will include the appointment of a Deputy Chair as set out in 'Strengthened Local Enterprise Partnership'.

LEP Board Oversight

- 3.4 As noted above, GM LEP recognises the scale of the economic impact presented by Covid and its main focus in 2020/21 will be on delivery ensuring the survival and long-term recovery of GM businesses.
- 3.5 The LEP Board last held a public meeting in January 2020 prior to the Covid crisis. The Board was then unable to meet in public until September but continued to meet monthly to ensure they remained informed of the latest developments and could help drive the recovery of the city region
- 3.6 The Board continues to discuss the challenges and opportunities presented by the Covid crisis and the LEP's role in supporting GM's economic recovery. Key initiatives considered and approved during in 2020/21 include:
 - **Local Growth Fund:** Ongoing LGF programme delivery including updates to the LGF portfolio, Skills Capital 3 approvals and amending the funding structure of the current LGF projects in order to fully commit and spend LGF funding by March 21 – see below.
 - **CBILS/GC Angels:** Allocation of £3m LGF to a GM CBILS/GC Angels scheme administered by the Growth Company to provide a package of urgently needed financial support for Greater Manchester businesses battling the impact of coronavirus.
 - **GMLEP Website:** Regular updates and signposting to available business support including supply chain issues, trade, cash-flow and financial planning, people management and operational planning.
 - **Build Back Better:** A campaign with the GM Mayor to understand the views of local businesses on how the GM economic could be reshaped as it comes into recovery. The feedback received has been critical in understanding how GM can take this opportunity to work together to build a better future and help shape a more sustainable, robust and equitable economic model.
 - **Build Back Better webinars:** Regular webinars with the GM Mayor and Growth Company tailored to promote business support initiatives e.g. SafeGM, Together GM, Young Person's Guarantee, GMACS, Bridge GM and Employ GM.

- **Local Industrial Strategy:** Allocation of Capacity Funding to Marketing Manchester to support their LIS related activity e.g. GM LEP Insights

3.7 Beyond the immediate response to Covid, LEP strategic development continues to support the longer term GM approach to recovery and its existing GMS/LIS priorities. To date, the LEP has worked with GMCA and partners in developing potential models for the economic recovery and shaping interventions accordingly. Key strategy updates include:

- GM LEP Economic Proposition including Innovation GM
- GM Living with Covid Resilience plan
- GM Innovation Partnership for Healthy Ageing
- Comprehensive Spending Review and Devolution White Paper
- GM International Strategy
- GM Social Value Framework

3.5 The LEP will continue to monitor and respond to the current crisis as well as plan for the next stage as we move into recovery through 2020/21 and beyond as set out in the Strategy section above.

Diversity and Inclusion

3.7 The LEP recognises that the Board works on behalf of all the people of Greater Manchester and understands that different people bring different ideas, knowledge and perspectives. Vanda Murray acts as its Diversity Champion to lead on issues of diversity and inclusion.

3.8 In 2020/21, the LEP will explore how it can use its business experience and expertise to promote greater diversity and inclusion within the work of the LEP itself, the private sector and to add value to wider GM policy development and delivery. The Board has committed to a number of initial actions:

- All future Board reports highlighting equalities and environmental issues so that the Board can be fully informed of any implications for diversity and inclusion in its decision making;
- Prioritising action in ‘Building a Greater Manchester, Making a Greater Britain’ for a world leading programme of Female Entrepreneurship and significantly increasing the number of female and BAME leaders;
- Hosting a diversity and inclusion event with the GMCA to champion best practice in the private sector.

Local and National Engagement

3.9 The LEP works in partnership at local, regional and national level for the benefit of the city region. In 2020/21, the LEP will extend this engagement at local level with each private sector Board member appointed as the link to each of the 10 GM districts. This will strengthen LEP connection and visibility across all districts and help to drive inclusive economic growth across the city region.

3.10 In particular, Towns Boards have been established in the four Greater Manchester towns of Bolton, Rochdale, Oldham and Cheadle as part of the Government’s Town Deals fund. These Boards are made up of public, private and voluntary partners who will help to develop Town Investment Plans and business cases with a view to securing up to £25m of Government funding each.

- 3.11 Town Investment Plans should set out investment priorities to drive economic growth and align with the Local Industrial Strategy, local environmental strategies, Local Plans, Spatial Development Strategies and Local Transport Plans
- 3.12 The relevant LEP Board district link member will be invited to the relevant Town Board to maintain and strengthen the relationship between the LEP and the link to the Local Industrial Strategy.
- 3.13 Greater Manchester has two Enterprise Zones – Airport City and the Oxford Road Corridor – which are overseen by the LEP Board. An annual update will be provided to the LEP Board on performance of the Enterprise Zones in terms of business attraction and growth.
- 3.14 The Growth Company – which includes the GM Business Growth Hub, MIDAS, and Marketing Manchester – is a key delivery partner for the GM LEP. In addition to its formal Board its Business Plan is approved by the LEP and CA and progress on its work is reported regularly to the GM LEP. Regular updates on performance are brought to the Board and the Board is asked to endorse the relevant parts of its business plan each year.
- 3.15 During 2020/21, as part of Growth Company activities, the GC Business Growth Hub is continuing to deliver the Business Productivity and Inclusive Growth Programme (BPIG), which will run to 2022 and has pro-actively pivoted activities to support businesses impacted by Covid-19. This has included: enhanced intelligence gathering and analysis; a major marketing and outreach campaign to ensure companies are aware of the support available locally and nationally; the re-design of core services to ensure more resources are dedicated to supporting business to deal with immediate issues arising; and support for wider national Growth Hub network.
- 3.16 GM LEP is a founder member of NP11, bringing together the 11 Northern LEPs to tackle boost productivity, overcome regional disparities in economic growth and tackle the historic north-south divide. GM LEP will continue to work with NP11 to strengthen delivery of our shared goals.
- 3.17 GM LEP is an active member of the national LEP Network and is committed to further partnership working across the Network in future.

4. PERFORMANCE

Local Growth Fund (LGF)

- 4.1 The table below outlines the current LGF programme in Greater Manchester and individual project's status as of Quarter 2 of 2020.
- 4.2 The £493.5m GM LGF programme support GM's strategic ambitions through investment in innovation, infrastructure and skills provision and is expected to leverage £210m in match funding and deliver 6,250 job outcomes.
- 4.3 The programme will help to deliver an integrated post-16 learning infrastructure across Greater Manchester that meets the city region's needs; provide a better integrated transport network across Greater Manchester, improving access to public transport and employment locations; and boost economic development and regeneration with a focus on science, digital and business support.
- 4.4 Updates on progress will be provided to the GM LEP Board on a six-monthly basis and the current trajectory anticipates full spend by the end of 2021.

Theme	Project	Total Project cost (inc RGF and other public/private funding)	2020/21 Status	Industry/curriculum focus	Project description
Skills Capital	Mantra	£1,069,592	Complete	Logistics	Logistics centre focusing on the rapidly growing industry of customer returns.
	MGC	£90,076	Complete	N/A	16-18 NEET provision. Functional skills
	Tameside College	£996,000	Complete	Engineering	Advanced manufacturing equipment.
	Tameside MBC	£18,255,000	Complete	Service Industry	This campus will focus on the service industry, including business, beauty, and catering.
	Salford College	£3,988,183	Complete	Digital and creative	FutureSkills@MediaCityUK. Broadcasting, finance, management of creative and digital curriculum.
	Stockport & Trafford College	£23,326,154	In Delivery	Business, construction, health, creative, tourism	Mixture of refurb and new build to improve the campus estate condition.

				Resulting in a highly specialised curriculum at level 4+
Bolton College	£30,000,000	Withdrawn by College	Medicine and Healthcare	Joint project with Bolton Council, NHS and Bolton University to transform the curriculum offer at higher levels within this sector.
Wigan & Leigh College	£1,810,000	Complete	Engineering and Construction	Construction and remodelling works to create a better replica of modern working environments and rationalise the space
Wigan & Leigh College	£805,000	Complete	Retail, health, digital	Rationalise all Leigh activities onto one campus specialising in T levels and L4+ qualifications
LTE group	£139,000,000	In Delivery	Creative and Digital	Centre of excellence in creative and digital in city centre. Refurbish Harpurhey and Wythenshawe sites.
Tameside College	£9,907,360	In Delivery	Construction	Specialist providing of carpentry & joinery, electrical, plumbing, brick and trowel trades, including at higher levels.
Bury College	£6,800,000	In Delivery	Science, Technology, Engineering & Maths	Build a new Health Innovation STEM Centre to support the delivery of additional / new Health, Science, and related Technologies activity. Refurbishment of some existing campus.
Oldham College	£6,950,000	In Delivery	Construction	Create new state of the art Construction training centre and reconfiguration of existing buildings for alternative teaching accommodation
Skills Capital Round 3	TBC	Approved, new projects below	TBC	Final round of Skills Capital applications will be invited in 19/20.

	Hopwood Hall	£6,130,000	In Delivery	Advanced Technology Centre	Creation of a new build extension to the Technology Centre and refurbishment and reconfiguration of the existing centre.
	Bury College	£210,000	In Delivery	Refurbishment	The project incorporates a series of small works/improvements across the College estate focused on areas of health and safety.
Economic Development and Regeneration	Graphene Engineering Innovation Centre	£10,000,000	Complete	Science	Equipment for the GEIC, an innovation centre designed to work in collaboration with industry
	Business Support – digital capital	£1,000,000	Complete	Digital	Digital transformation project to allow the Business Growth Hub to use technologies to enhance its service delivery to SMEs.
	School of Design and Arts (SODA)	£35,000,000	In Delivery	Creative and Digital	The facility will incorporate specialist and flexible production studios and labs, a cinema, a business incubation hub and staff offices
	Cyber Innovation Centre	£10,000,000	In Delivery	Digital	The cyber innovation centre will host start-ups and a hub of security organisations including GMP and the cyber foundry programme.
	Productivity and Inclusive Growth programme	£30,000,000	In Delivery	Business Growth	An integrated business support offer led by the Business Growth Hub to deliver sustainable and inclusive growth across the city-region.
	Life Sciences Fund	£20,000,000	In Delivery	Science	Venture capital for businesses located in the region and operating in the life sciences sector.
	Pankhurst Centre	£10,000,000	In Delivery	Health	Creation of a centre focused on capitalising on GM's health and advanced materials strengths.

	Broughton House	£12,900,000	In delivery	Housing	The site will incorporate 24 apartments and Armed Forces support hub.
	Protos	£17,300,000	In Delivery	Science	Deliver the development of an industrial site in Cheshire for a variety of uses including waste to energy, biomass and environmental technology facilities.
	GM Digital	£4,000,000	In Delivery	Digital	Group of digital projects to tackle digital exclusion across GM
	Housing & Investment	£36,000,000	In delivery	Housing investment and	Additional projects as per August 20 LEP report,
Transport	CCTS MSIRR Gt Ancoats Street	£10,000,000	In Delivery	N/A	To facilitate development and reduce congestion around the eastern section of the Regional Centre's Inner Relief Route.
	CCTS MSIRR Regent Road	£15,000,000	Complete	N/A	Major re-configuration at the western gateway to the Regional Centre.
	South Heywood Area Wide	£25,561,433	In Delivery	N/A	A new link road from M62 J19 to unlock access to existing and planned strategic sites.
	Wigan Gateway A49	£22,310,000	In Delivery	N/A	Strategic link providing a connection from M6 J25 to Wigan Town Centre and strategic sites
	Wigan Gateway M58	£19,209,354	In Delivery	N/A	A link from J26 of the M6 into west Wigan and Wigan town centre from the M58
	Salford Central stations	£20,500,000	In Delivery	N/A	Improved passenger facilities and additional platforms
	Wigan Gateway Hub	£15,720,000	Complete	N/A	A significant enhancement of the bus station.
	Ashton Town Centre Interchange	£33,138,500	Complete	N/A	Development of a new interchange facility within Ashton Town Centre.

Stockport Interchange	£41,814,000	In Delivery	N/A	Development of a new interchange facility to improve integration with the town centre and rail station.
Bolton Salford Quality Bus	£39,665,000	In Delivery	N/A	A comprehensive package of bus priority measure.
Metrolink Improvement	£44,375,000	Complete	N/A	Fleet and infrastructure enhancements to support economic and travel demand growth.
Bolton Minors	£1,845,000	In Delivery	N/A	Links to improve access from residential areas to town centres and other local destinations
Bury Minors	£3,675,000	In Delivery	N/A	Works at highway junction bottlenecks and improvements to pedestrian pathways.
Manchester Minors	£9,840,000	In Delivery	N/A	Improvements to pedestrian routes / desire lines; making cycling safer and more attractive.
Oldham Minors	£9,120,000	Complete	N/A	Pedestrian crossings; cycle links; access to parking; highway improvements.
Rochdale Minors	£1,450,000	Complete	N/A	Highway and public realm measures to assist pedestrians and improve environment.
Salford Minors	£7,826,274	In Delivery	N/A	Junction pinch point improvements combined with pedestrian and public realm benefits.
Stockport Minors	£1,284,185	Complete	N/A	Highway improvements for traffic in town centres and pedestrian and cycle links.
Tameside Minors	£3,614,000	In Delivery	N/A	Congestion pinch points to town centre. Highway/rail access improvements, cycle links

Trafford Minors	£8,405,000	Complete	N/A	Traffic and public realm improvements; improved cycle routes.
Wigan Minors	£3,770,000	In Delivery	N/A	Pedestrian route improvements. Environmental and traffic calming improvements. Cycle links
Cycle & Ride Station	£800,000	In Delivery	N/A	Measures to increase cycling.
Bus, Rail, Metro Improvements	£4,000,000	Complete	N/A	Improve minor local access and signage improvements at Metrolink stops to provide better integration with local access routes
Bus, Metro Improvements	£4,900,000	In Delivery	N/A	Passenger information displays improved at bus stations.
Multi Modal Ticketing	£4,700,000	Complete	N/A	To improve the functionality of TfGM's journey planner.
M60 / Western Gateway Enhancement & A572 Leigh Rd Improvement	£6,587,000	In Delivery	N/A	New junction creating access to Royal Horticultural Society site and improving motorway access to improve capacity
A5063 Trafford Rd Improvement	£15,000,000	In Delivery	N/A	Junction improvements to improve capacity
Stockport Town Centre Structure Improvement	£6,194,000	In Delivery	N/A	Structure improvements benefiting public access to shopping centre
M6/M58 Interchange	£4,400,000	In Delivery	N/A	Strategic highway connection to motorway network.
Carrington relief Road	£9,700,000	In Delivery	N/A	New road opening up development site
Rail station enhancement, Bus access & KRN Enhancement	£10,000,000	In Delivery	N/A	Improving facilities, creating better environments and improving capacity at junctions
Northern Gateway Regeneration	£3,000,000	In Delivery	N/A	New highway connection, supporting development site
Oldham Town Centre Regeneration & Connectivity	£10,023,414	In Delivery	N/A	Town centre highway and urban realm improvements

Metrolink additional capacity programme/Transforming cities	77,000,000	In Delivery	N/A	Additional 27 M5000 Light Rail Vehicles (LRVs).
SEMMMS 19/20	34,300,000	In Delivery	N/A	A555 Airport Link Road – Major Highway scheme to improve access to Manchester Airport.
Metrolink renewals and enhancements	9,023,000	In Delivery	N/A	Programme of upgrades to the Metrolink network.
MCF Cycling and Walking schemes	26,613,000	In Delivery	N/A	Programme of walking and cycling schemes across GM.

4.5 In line with the Greater Manchester Local Growth Assurance Framework, any additional projects that come forward during the year will be appraised/approved by the LEP Board and GMCA.

4.6 Delivery highlights for the non-transport projects of the programme in 2020/2021 include:

- **Productivity Programme** – Continues to deliver as expected with majority of outcomes above the forecasted position, this year of delivery is forecasting to support over 1,400 enterprises, create 796 jobs and create 213 new enterprises.
- **Skills Capital** – The third and final round of Skills Capital commissioning has taken place totalling 15 projects across GM. Some of the larger Skills Capital projects are now in their main phase of construction such as the LTE City Centre site, Oldham College and Stockport & Trafford College. The few projects which are yet to break ground are expected to do so this year resulting in our Skills Capital projects all either being completed or in delivery.
- **School of Digital Arts (SODA)** – SODA is making significant progress and is now in their main phase of construction. Expected to open September 2021.
- **Cyber Innovation Centre** – The project is expected to procure an operator in year.
- **UoM Pankhurst** – The project is expected to procure a main contractor in year and begin site work.
- **Life Sciences** – The programme will continue to bring forward investments in this sector and leverage significant match funding, focussing on GM and Cheshire regions.
- **Broughton House** – Work ongoing with decant scheduled for October 2020.
- **Protos** – Main phase of construction taking place this year scheduled for completion late 2020.
- **Housing and investment projects** - All are scheduled for completion in year and we will begin to see a return on investment in 2021, allowing us to fund the remaining projects in the programme post LGF close in March 21

4.7 Delivery highlights for the transport projects of the programme in 2020/21 include:

- **Stockport Interchange** – This development will provide a new interchange facility to improve integration with the town centre and rail station. This year will see the highways package completed in July 2020
- **Wigan Gateway A49** – This major scheme will significantly strengthen local infrastructure by providing a strategic link from M6 J25 to Wigan Town Centre and nearby strategic sites. The project was completed and opened to the public in June 2020.
- **Ashton Interchange** – This major development was completed and opened in Aug 2020 and provides a new interchange facility within Ashton Town Centre, providing passengers with much-improved facilities and a modern, accessible gateway to the town. The Interchange supports the economic growth of the town by providing enhanced connectivity in a modern, safe and welcoming environment.
- **Oldham Town Centre Regeneration & Connectivity** – The project will provide a range of town centre highway and urban realm improvements and is due to start on site in October 2020
- **Bolton Salford Quality Bus** – This project will provide a comprehensive package of bus priority measures with the A666 Salford works package commencing in summer 2020.

4.8 The approach to monitoring and evaluating the GM LGF programme is set out in the GM Local Growth Assurance Framework

Get Building Fund

4.9 Greater Manchester has been allocated £54.2m from the Get Building Fund for a wide-ranging package of projects that will help drive the local economy in line with the priorities of the Greater Manchester Local Industrial Strategy. The projects will unlock commercial space, bring new superfast broadband, open commercial opportunities and new residential

4.10 The projects supported are:

- **Base** – Innovation Activities Hub building Refurbishment (£4m)
- **Mayfield** – Central Park and environmental/infrastructure works (£23m)
- **Port Salford** – Rail Freight Terminal (£6m)
- **Kingsway Business Park Northern Loop Road** (£3.5m)
- **South Heywood Link Road** - Phase 1 (£10m)
- **Stok** – Conversion of iconic empty high street retail unit into new workspace (£3.5m)
- **Stockport Exchange** - Phase 4 and clean energy infrastructure (£6.6m)

4.11 The schemes are predicted to create almost 12,000 direct jobs and a further 1,876 employment opportunities in construction. A total of 45 apprenticeships will follow as will the building of more than 1,000 new homes and 4.5km of roads, cycle ways and walkways supporting 29 businesses and 205,000 square metres of commercial space.

4.12 The LEP will receive regular updates and progress reports on the GBF schemes in 2020/21.

Capacity Funding

4.13 GM LEP has an allocation of £500,000 from Government to support the development of strategic growth initiatives in the city region. In 2020/21, this funding has been allocated as follows:

- **GMCA: Research, Policy and Strategy Development - £250k:** To fund research, policy and strategy development activity, to provide a robust research and evidence base in line with the Greater Manchester Strategy and Implementation Plan to ensure that GM remains at the forefront of current strategic thinking and developments.
- **GMCA: LEP Membership Review – £20k:** Following the recent changes in Board membership, a number of vacancies have arisen. A review therefore needs to be completed to recruit new Board members to fill these positions.
- **GMCA: Delivery of LEP Foresighting Group - £5k:** The Foresighting Group brings together senior representatives of the business community whose advice on key issues will help develop the LEP's long term thinking and implementation of the GM Strategy
- **Contribution to the LEP Network - £6k**
- **LEP contingency for ad hoc activity including expenses - £5k**

4.14 The LEP Board agreed the remainder of the funding is to be allocated to LIS implementation activity with detailed proposals to be developed with LEP Board members which reflect their LIS portfolio priorities to help drive overall delivery.

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GREATER MANCHESTER

Greater Manchester Local Growth Assurance Framework

November 2020



Greater Manchester Single Pot Assurance Framework

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1. About this Assurance Framework

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

In particular, this document sets out:

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

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

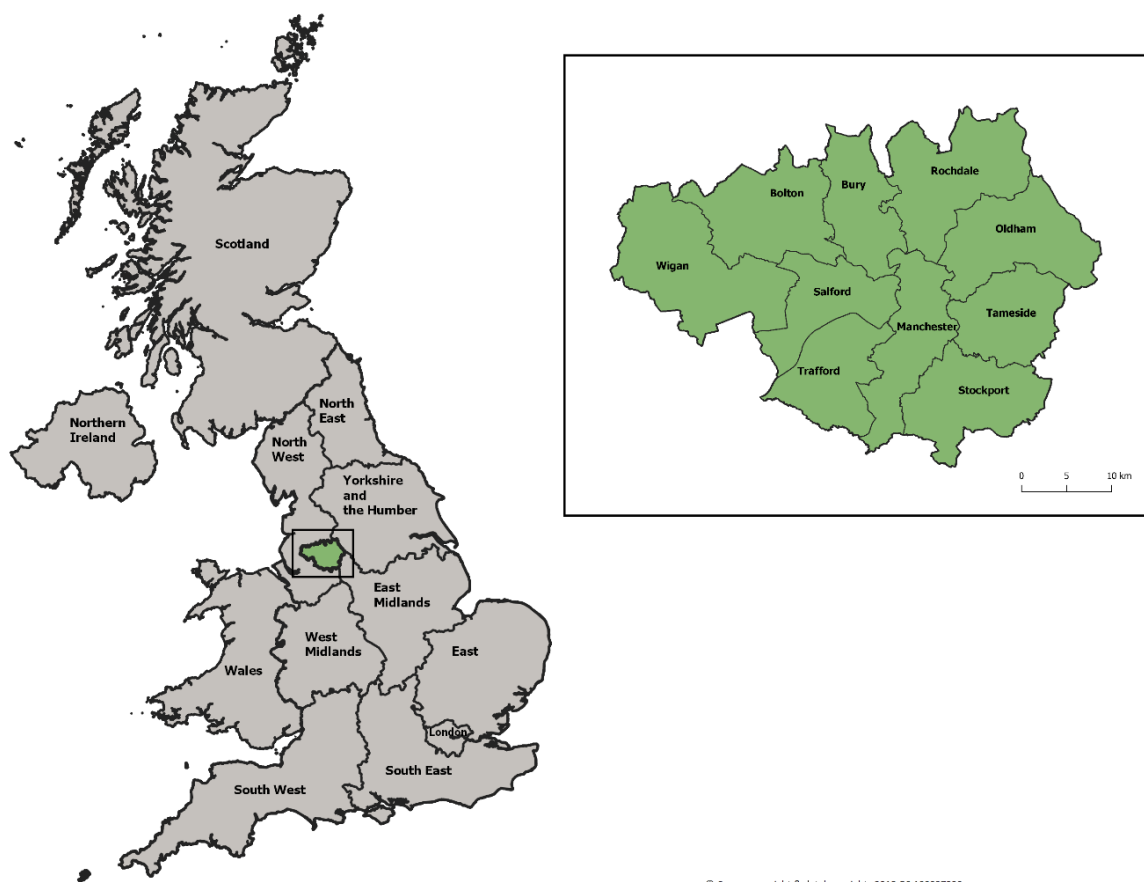
- **Efficiency and corporate identity:** How the LEP and GMCA work together in their approach to staffing, branding and other resources and assets.
 - **Overview and scrutiny:** How the GMCA Overview and Scrutiny Committees will interact with the LEP.
- 1.2 The aim of this document is to set out how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

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

2 About Greater Manchester

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

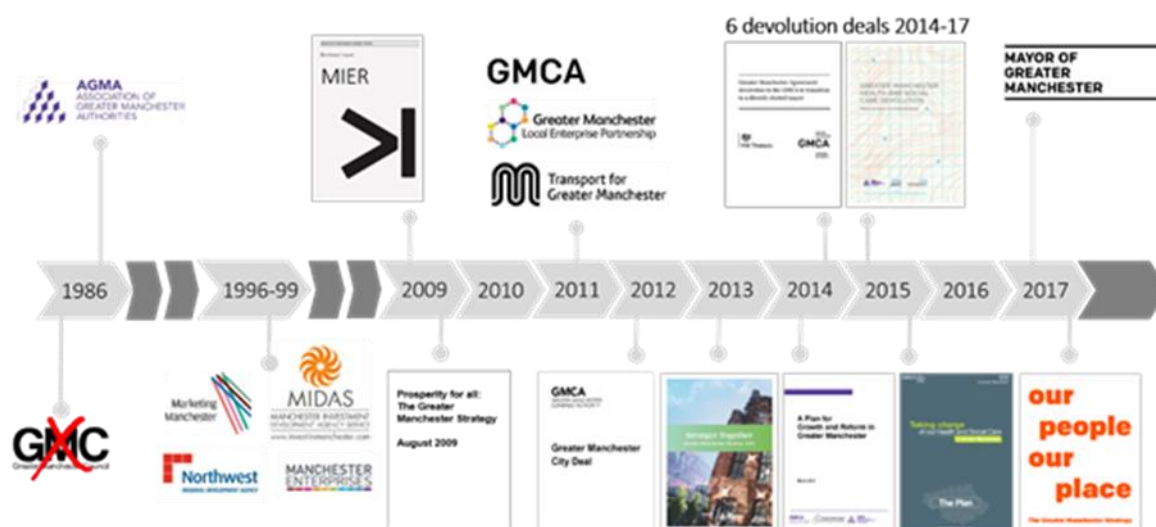
Figure 1 Greater Manchester Local Authorities



3 Greater Manchester Strategy and Devolution

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

GM Devolution Timeline



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

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



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



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

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

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

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

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

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

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

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

4 Single Pot

- 4.1 A key element of GM's devolution journey was the creation of the GM Single Pot, contained within the March 2016 Devolution Deal. The Single Pot provides GM with greater flexibility to redirect funding across policy themes and projects in order to best meet the needs of the GM economy whilst maintaining transparency and accountability.
- 4.2 It was agreed that the Single Pot would exist from 2016/17 to 2020/21 and would include money from the following funding streams:
- Earn Back
 - Local Growth Fund (LGF)
 - Devolved Transport grants
- 4.3 As a result of the Greater Manchester City Deal announced in 2012, Greater Manchester has financial powers to '**Earn Back**' a greater proportion of the additional tax revenue that will be generated as a result of the additional local investment in infrastructure committed in 2009. A revised Earn Back deal was agreed as part of the November 2014 devolution agreement giving GM more control and certainty over the future funding stream.
- 4.4 The **Local Growth Fund** brings together allocations from three rounds of Growth Deal allocations following the initial Growth and Reform plan, providing investment to support the delivery of the GMS vision through a twin track approach of driving economic growth and reforming the delivery of public services. Allocations were made in July 2014, January 2015 and November 2016. Projected impacts from investments are expected to include up to 6,250 jobs across GM and the leveraging in of an additional £210m in additional public and private sector investment.
- 4.5 The **Devolved Transport** grants includes a range of funding supporting a number of mainstream transport programmes.
- 4.6 GMCA assumed responsibility for **Adult Education Budget (AEB)** from August 2019 when it was included in the Single Pot. Devolution of AEB will support high quality adult education across the city-region from the 2019/20 academic year.
- 4.7 It should be noted that both LGF and Earn Back were originally awarded to GM commencing in 2015/16. From 2016/17 onwards, the remaining funding was brought together within the Single Pot. The devolved transport grant is an ongoing funding stream which has also been included in the Single Pot.
- 4.8 This document establishes an Assurance Framework which the GMCA and LEP will follow in relation to decision making on Single Pot investments for the City Region. GMCA is the Accountable Body for the Single Pot and approves all funding decisions for funds within the Single Pot.
- 4.9 However, given this is a joint Single Pot Assurance Framework, it is important to note that the procedures outlined primarily set out the assurance procedures for the Local Growth Fund, which is overseen by both GM LEP and GMCA.

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

5 Structure and Roles

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

6 Greater Manchester Combined Authority

Functions and Role

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

Membership

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

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

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

GMCA Membership 2020-21

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

GMCA Decision Making and Meetings

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

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

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

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

Accountable Body

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

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

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

Delegated Authority

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

GM Scrutiny and Audit Committees

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

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

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

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

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

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

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

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

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

GMCA Executive Team

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

6.25 The GM Executive Team leads the secretariat and brings together key officers and partners in a variety of forums to support governance, strategy and delivery arrangements. GMCA appoints three Statutory Officers with a formal role of discharging the duties and obligations on their behalf. The roles are defined in the constitution but briefly comprise:

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

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

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

7 GM Local Enterprise Partnership

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

LEP Membership

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

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

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

	Member	Business/Role
GMCA Representative (2020-21)	Andy Burnham	GM Mayor
	Cllr Sir Richard Leese	GM Deputy Mayor
	Cllr Brenda Warrington	Leader of Tameside MBC
	Cllr Elise Wilson	Leader of Stockport MBC (Deputy Chair)

	Member	Business/Role
Ex-Officio Member	Mike Blackburn	Consultant
	Vanda Murray	Non-Executive Director (Diversity Champion)

LEP Decision Making and Meetings

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

Delivery

- 7.22 Delivery on LEP priorities is not just through strategic input and oversight but driving project delivery with public, private and voluntary sector partners. The LEP works on a range of projects

to realise its ambitions and some highlights include supporting the Business Growth Hub; establishing two Enterprise Zones; securing the £10m City Verve project; and supporting the Working Well project that helps benefit claimants find employment by providing them integrated and intensive support.

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

Engagement

- 7.24 The LEP continues to engage with local stakeholders in Greater Manchester to inform the development of policy and delivery. This includes engaging through a variety of business networks and representation organisations but also by participating in key local initiatives such as the Towns Board.
- 7.25 Private sector LEP Board members also take a lead for each of GM's ten districts, ensuring the Board is keep up to date with local business intelligence and can promote key GM initiatives across the city region.

Diversity

- 7.26 GM LEP welcomed the recommendations in the Ministerial Review of LEPs – Strengthened Local Enterprise Partnerships – to improve the gender balance and representation of those with protected characteristics on LEP boards with an aim that women make up at least one third of boards by 2020 with an expectation for equal representation by 2023, and ensuring all boards are representative of the businesses and communities they serve.
- 7.27 GM LEP recognises that it works on behalf of all the people of Greater Manchester and recognises that different people bring different ideas, knowledge and perspectives. As part of this commitment, GM LEP biennially refreshes its board membership to ensure it reflects the breadth of industrial sectors on its Board as well as represents the diversity of Greater Manchester's people.
- 7.28 A Diversity Champion was appointed following a recent membership review.

SME Representative

- 7.29 As part of the biennial review of private sector members the GM LEP ensures that at least one board member should act as a representative of the SME community, engaging with the views of small and medium sized businesses and stakeholders.
- 7.30 The SME representative will act as the voice for SMEs on the LEP, championing those issues which affect small and medium sized businesses. The role will involve meeting regularly with bodies representing the wider SME community and providing strategic oversight through the LEP to ensure that any support delivered reflects the needs of SMEs locally.

Annual Delivery Plan

- 7.31 In line with the requirements of the recent LEP Review, GM LEP has developed a LEP Annual Delivery Plan which sets out the actions (drawn from the GMS and the GM Local Industrial Strategy) which have been identified as LEP Board priorities.

7.32 An end of year report will be produced which will reflect progress made against these priorities.

8 Transparency and Accountability

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

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

Code of Conduct

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

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

Freedom of Information

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

Conflict of Interest

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

Gifts, Hospitality and Expenses

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

Dispute Resolution

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

Complaints Policy

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

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

Whistleblowing Policy

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

Publication of Financial Information

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

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

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

Data Protection

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

Member Induction

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

LEP Website

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

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

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

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

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

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

Branding

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

9 Single Pot Funding Governance – Non Transport projects

GM Evidence Base

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

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

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

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

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

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

Business Case and Governance Procedure

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

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

Strategic Outline Case (SOC)-the scoping stage.

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

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

The purpose of the OBC is to revisit the SOC in more detail and to identify a preferred option which demonstrably optimises Value for Money. It also sets out the likely Deal; demonstrates

its affordability; and details the supporting Procurement Strategy, together with management arrangements for the successful rollout of the Scheme. Crucially, it sets out the process of going from a long list of options to a short list of options (including the 'do nothing', 'do minimum' and 'do something' scenario).

Full Business Case (FBC) - detailed final phase.

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

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

consistent and independent view. Those projects which are deemed to be high priority and deliverable will then produce a Strategic Outline Case and be recommended to the GMCA and the GM LEP for Gateway 1 approval. A Value for Money assessment will always be made available as part of the assessment process.

Business Case Development

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

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

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

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

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

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

assessing additionality, including deadweight, displacement, leakage and substitution as appropriate for each scheme.

Value for Money

9.22 GM will ensure that an appropriate assessment of investments made through the Single Pot is undertaken to ensure Value for Money. The GMCA is covered by the Code of Audit Practice 2010 (the Code) which describes GMCA's responsibilities to put in place proper arrangements to:

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

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

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

Risk

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

Project Evaluation

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

9.27 Taken together this will ensure GMCA and GM LEP can robustly assess, monitor, and maintain robust audit trail throughout the lifetime of projects. The GMCA and GM LEP will ensure that learning is disseminated through the Growth Deal's management arrangements and is accessible to partners within GM and other key partners. Evaluation findings will also be reported in public through the GMCA's website and will be used to help inform future policy decisions.

10. Single Pot Funding Governance - Transport

Major Transport Schemes (over £5 million)

- 10.1 As stated above, a distinctive feature of Greater Manchester’s approach has been its commitment to developing a robust evidence base to inform its policy interventions and decision making which applies equally to transport and non-transport projects.
- 10.2 For Major Schemes, gateway processes (which were originally created for the GM Transport Fund and GM Investment Framework) have been established and are followed by all schemes. These gateways follow the Office of Government Commerce (OGC) Gateway Process and examine programmes and projects at key decision points in their lifecycle. Progression through the gateways is mandatory and provides assurance that the scheme can move successfully to the next stage. The processes provide independent guidance to both GMCA / GM LEP and to the scheme promoting authority and help to ensure that the programmes and projects are successful.
- 10.3 Specific prioritisation arrangements apply in relation to transport schemes and these can be found at Annex C.
- 10.4 Key decision points in the gateway process are aligned with the DfT’s Programme Entry and Full Approval stages. Scheme promoters/ promoting authorities are required to make submissions to an independent panel commissioned by TfGM and the schemes scrutinised against pre-determined criteria.
- 10.5 The independent panel is assembled for each assessment by TfGM Portfolio Office and combines TfGM and independent support partner expertise as required, to ensure suitable independence and best-practice in both transport and investment appraisal is maintained throughout. The TfGM Chief Executive Officer is the nominated officer for business case scrutiny and for making recommendations to the GMCA / GM LEP on transport project Single Pot investments.

Role	Accountable Officer
Oversight of GMCA transport economic appraisal guidance and VfM scrutiny of Single Pot projects	TfGM Head of Modelling and Analysis
Coordination and oversight of TfGM Gateway Review Panel (GRP)	TfGM Head of Portfolio Office
Submission of GRP recommendation, including a VfM Statement, to GMCA Chief Executives’ Investment Group	TfGM Chief Executive Officer
Submission of funding GRP approval to GMCA	Transport Portfolio Lead (GM Mayor)

- 10.6 All scheme proposals submitted by promoters will follow the key principles defined in DfT’s TAG and the travel demand scenarios within the National Trip End Model. For transport projects, as with other GM Single Pot schemes, GMCA will primarily fund projects with a “High Value for Money” where the BCR is greater than 2 and accounting for significant non-monetised impacts and key uncertainties. GMCA may also choose to fund schemes with a lower value for money if the scheme’s strategic case highlights additional outcomes that align with GMCA’s strategic priorities as set out in its Greater Manchester Strategy, the emerging Greater Manchester

Spatial Framework and / or the GM Transport Strategy 2040. These schemes will still comply with the DfT TAG cost benefit analysis criteria which recognises multi-criteria analysis in the selection and delivery of schemes, with core appraisals being based upon the National Trip End Model.

- 10.7 Scheme business cases will be publicised before a funding approval decision is made, so that external comment is possible. This engagement will be done through either “conversations” or consultation depending on the complexity and value of the scheme with GMCA making public how they have taken external comments into account.
- 10.8 Guidance for promoters will be continually developed and agreed by GMCA’s Transport Strategy Group on acceptable approaches and methodologies, and reflect proportionality relevant to the scheme type and scale of funding. This guidance will follow TAG and a Business Case Specification will be agreed between promoters and the GMCA in advance of submission to ensure consistency across schemes and efficient use of resources.
- 10.9 The guidance will also outline how the business case will be assessed, the procedures for providing and monitoring the response to feedback, and how information will be used by the GMCA to make final funding decisions.
- 10.10 Transport for Greater Manchester’s website and/or the Local Authority scheme promoter’s website are utilised to publicise business cases that are subject to final GMCA determination, with GMCA senior officers ensuring that a consistent approach is maintained to the publication of GMCA meeting papers.

Evaluation of Transport Schemes over £5m

- 10.11 All Single Pot funded major transport schemes will be subjected to post-implementation monitoring and evaluation as per procedures established by TfGM for all its GM Transport Fund major schemes. These procedures follow DfT best practice.
- 10.12 These procedures will require promoters to agreed clear objectives for the evaluation with the GMCA. These will be documented in an evaluation plan prior to project commencement along with processes for establishing baseline data, setting out the range of impacts to be monitored and the methodologies to be employed. This plan will be agreed as part of the Stage 2 Outline Business Case stage to ensure that resources are in place to deliver the agreed monitoring and evaluation.
- 10.13 Depending upon the evaluation objectives, an interim report will be produced based on data collected at about one year after the scheme is open and then a final report three to five years after opening. These reports will be independently validated and reviewed, and will be published on the GMCA website. The GMCA will work with the promoters to act on the evaluation findings to ensure knowledge is applied and examples of best practice adopted in future scheme submissions.

Minor Transport Schemes (under £5 million)

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

- ensuring value for money is achieved;

- scrutiny of package business cases;
- monitoring progress of package and programme delivery and spend; and
- approving changes to the programme, within the available budget.

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

10.16 All scheme package proposals submitted by promoters must follow the key principles of the Transport Business Case guidance defined in TAG, namely the “5 Cases” (Strategic, Economic, Commercial, Financial and Management).

10.17 For transport projects, as with other GM Single Pot schemes, GMCA will primarily fund projects with a “High Value for Money” where the BCR is greater than 2 and accounting for significant non-monetised impacts and key uncertainties. GMCA may also choose to fund schemes with a lower value for money if the scheme’s strategic case highlights additional outcomes that align with GMCA’s strategic priorities as set out in its Greater Manchester Strategy, the emerging Greater Manchester Spatial Framework and / or the GM Transport Strategy 2040. These schemes will still comply with the DfT TAG cost benefit analysis criteria which recognises multi-criteria analysis in the selection and delivery of schemes, with core appraisals being based upon the National Trip End Model. A report of the independent review by TfGM officers, including the VfM Statement, is submitted to the GM Transport Strategy Group (TSG) for approval. Progress reporting on the minor transport scheme delivery is reported periodically to GMCA as part of the overall capital programme updates.

Evaluation of Transport Schemes under £5m

10.18 TSG wish to gain a strategic understanding of the benefits of packages costing over £100,000. All schemes will include a monitoring and evaluation plan against appropriate agreed metrics and include evidence of baseline data to be used and a timescale for evaluating benefits

Five Year Gateway Review

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

ANNEX A
Greater Manchester Local Enterprise Partnership

Person Specification for Chair/Co-Chair

LEP Chair/Co-Chair

Role:

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

Person Specification

Applicants must:

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

ANNEX B
Greater Manchester Local Enterprise Partnership

Person Specification for Member

LEP Member

Role:

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

Person Specification

Applicants must:

- have a strong commitment to, and understanding of, the city region and in particular the drivers of and challenges faced by the Greater Manchester economy
- have substantial business skills and experience gained at a senior level and have credibility with the wider business community
- have experience of serving on groups or boards of senior executives
- be independently minded – providing detachment and clarity in the development of strategy and the identification of opportunities
- have ability to quickly understand and analyse and distil complex issues and to contribute to discussions about strategy
- have strong interpersonal and communication skills, be articulate and passionate and have an ability to influence and network
- have experience of working in a partnership environment and have a strong commitment to collaborative and partnership working, including with the public sector
- have a genuine interest and understanding of the challenges facing the business community
- have a total commitment to equality of opportunity and diversity, including an understanding of the barriers and challenges faced by economically or socially excluded groups
- be someone who is willing to provide the time commitment to the LEP and who potentially sees the personal development opportunity provided by the appointment

ANNEX C

Prioritisation Principles for Transport Projects

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

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

- Deliverability
- Value for Money
- Strategic Fit

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

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

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

SUBJECT: GM LEP Governance Update

DATE: 17th November 2020

FROM: Lou Cordwell/Mo Isap – Co-Chairs of GM LEP

PURPOSE OF REPORT

This report sets out the latest version of the GM Local Growth Assurance Framework which has been updated in line with Government guidance along with the updated GM LEP Terms of Reference.

RECOMMENDATIONS

The LEP Board is asked to:

- note the report and approve the updated GM Local Growth Assurance Framework
- note the report and approve the updated GM LEP Terms of Reference
- approve the appointment of Cllr Elise Wilson as LEP Deputy Chair

EQUALITIES IMPLICATIONS

The GM Local Growth Assurance Framework sets out that GM LEP recognises it works on behalf of all the people of Greater Manchester and recognises that different people bring different ideas, knowledge and perspectives. This includes the appointment of a LEP Diversity Champion and a commitment to regularly refresh LEP board membership to ensure it reflects the breadth of industrial sectors on its Board as well as represents the diversity of Greater Manchester's people.

CLIMATE CHANGE IMPACT ASSESSMENT AND MITIGATION MEASURES

The GM Local Growth Assurance Framework sets out the respective roles and responsibilities of GM LEP and GMCA in delivering spending programmes within the GM Single Pot. All funding decisions are directed by GM's strategic priorities as expressed through the GMS and LIS which includes a commitment to achieve carbon neutral living in Greater Manchester by 2038 by launching the UK's first city-region Clean Growth mission.

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1. INTRODUCTION

- 1.1 The National Local Growth Assurance Framework (NLGAF) was published in January 2019 and sets out Government's guidance for places that are required to develop their own Local Assurance Framework.
- 1.2 This Framework replaces the previous guidance and reflects the feedback that Government has received from MCAs and LEPs. It also builds on previous work to strengthen assurance of LEPs and addresses the recommendations of the Mary Ney Review into Local Enterprise Partnership Governance and Transparency (October 2017) and the National Review into LEPs, Strengthened Local Enterprise Partnerships (July 2018).
- 1.3 Greater Manchester will use this guidance to refresh its existing GM Local Growth Assurance Framework to be approved by the LEP Board.

2. GM SINGLE POT ASSURANCE FRAMEWORK

- 2.1 The GM Local Growth Assurance Framework (attached) is our local response to the principles and requirements of the National Local Growth Assurance Framework and sets out how these will be delivered at local level.
- 2.2 The GM Assurance Framework outlines the assurance arrangements for both the Greater Manchester Combined Authority (GMCA) and the Greater Manchester Local Enterprise Partnership (GM LEP) for funding paid as part of Greater Manchester's integrated 'Single Pot'.
- 2.3 The Framework covers assurance of GM's Single Pot (including Local Growth Fund, Earnback, Devolved Transport Funding and the Adult Education Budget) and provides guidance on how places should appraise, monitor and evaluate schemes to achieve value for money to ensure the robust stewardship of public funds.
- 2.4 Alongside the LEP's Terms of Reference, these documents outline the key practices and standards which are necessary to provide Government and local partners with assurance that decisions over funding are proper, transparent, and that they deliver value for money.
- 2.5 This Assurance Framework is reviewed on an annual basis by the GM Executive Team in consultation with the LEP. The purpose of the review is to examine whether there is any evidence that existing processes could be improved, and to take into account any legal, funding, or other contextual changes that might require a change of assurance process.
- 2.6 The Assurance Framework was last updated in January 2020 following feedback from the Department of Transport. Following the current review, the Assurance Framework has been updated with details of the refreshed LEP Board membership including the new Co-Chair model; strengthened LEP engagement with stakeholders and district links; improved decision making, evaluation and audit protocols in line with Government guidance.
- 2.7 Specifically, these changes can be found at the following paragraphs:
 - **3.21:** Updated reference to the GM Local Industrial Strategy noting its publication in June 2019

- **4.14:** Noting that any further calls for bids or projects and funding opportunities will be advertised on the GMCA and GM LEP websites where appropriate.
- **6.10:** Updated GMCA membership and substitute members for 2020/21
- **6.15:** Noting that GMCA will continue to maintain a robust audit trail to demonstrate compliance with appropriate protocols and regulations as the Accountable Body
- **6.26:** Noting that that an official record of GMCA and GM LEP proceedings are maintained by the GMCA Governance Team
- **7.6 – 7.12:** Updated LEP membership section to reflect the new Co-Chair model, Deputy Chair proposal and most recent LEP Board membership review
- **7.19:** Updated decision-making protocol to confirm that all decisions are made in accordance with the process set out in the Assurance Framework. Any decision which is made in contravention of the process will be invalid.
- **7.24 - 7.25:** An additional section setting out that the LEP continues to engage with local stakeholders to inform the development of policy and delivery. This includes engaging through a variety of business networks and representation organisations but also by private sector LEP Board members taking a lead for each of GM's ten districts and participating in key local initiatives such as the Towns Board.
- **9.27:** Confirmation that GMCA and GM LEP can robustly assess, monitor, and maintain a robust audit trail throughout the lifetime of projects
- **Annex A:** Updated LEP person specification to reflect new Co-Chair model

2.8 As part of this approach, the LEP is required to appoint a Deputy Chair. Government has agreed that, because of our unique Co-Chair model of leadership, GM LEP can appoint a Deputy Chair from the existing Board membership without the need for an external recruitment.

2.9 Further to LEP Board discussions in September, no nominations have been received for the role of Deputy Chair. However, Elise Wilson has agreed to take up the role subject to the agreement of the Board.

3. GM LEP TERMS OF REFERENCE

3.1 In line with the changes highlighted above, the LEP Terms of Reference have been amended to reflect the new Co-Chair model and appointment of a Deputy Chair.

3.2 This includes specific updates to the following paragraphs:

- **8.6 and 8.8:** Revised Declaration of Interest procedures to reflect the new Co-Chair model
- **Annex A:** Updated LEP membership section to reflect the new Co-Chair model, Deputy Chair proposal and most recent LEP Board membership review most recent LEP Board membership review
- **Annex B, paragraph 4:** Updated Declaration of Interest Form to reflect the new Co-Chair model

4. NEXT STEPS

- 4.1 Subject to approval by the Board, the updated GM Local Growth Assurance Framework and GM LEP Terms of Reference will be published on the GM LEP website.

November 2020

GREATER MANCHESTER LOCAL ENTERPRISE PARTNERSHIP TERMS OF REFERENCE & OPERATING GUIDELINES

1. PURPOSE

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

2. KEY OBJECTIVES

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

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

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

3. MEMBERSHIP

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

3.2 **Private Sector Members**

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

3.3 **GMCA Members**

The GMCA Members are the Mayor along with three further GMCA members.

3.4 **Chairs of the Strategic Boards**

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

No substitutes are allowed.

3.5 **Diversity**

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

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

3.6 **Complaints Procedure**

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

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

4. ROLE OF GM LEP MEMBERS

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

5. LEP ADVISORS

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

6. MEETINGS

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

7. QUORUM

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

8. DECLARATIONS OF INTEREST

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

- 8.1 A Register of Interest covering all Board members will be collated and published on the LEP website. The register will be reviewed bi-annually.
- 8.2 Subject to point 3 below, members (and advisors) must declare any interests (on the form provided (see Annex B)), either at the start of the meeting or as soon as any potential interest in an agenda item becomes apparent during the course of the meeting.
- 8.3 Members must declare their interest when the business being discussed specifically relates to:
 - a. their business
 - b. any body of which they are a member
 - c. any person or body who:
 - employs them
 - makes payments to them
 - has a contractual relationship with them
 - d. any land or property in which they have an interest
- 8.4 This also applies to any close member of their family or person with whom they have a close relationship.
- 8.5 For the purposes of the above:
 - an interest of which a member has no knowledge and of which it is unreasonable to expect him or her to have knowledge shall not be treated as an interest of his or hers;
 - in relation to a non-pecuniary interest, a general notice given to the LEP that a member is to be regarded as having an interest, of the nature and the extent specified in the notice, in any transaction or arrangement in which a specified person or class of persons is interested shall be

deemed to be a disclosure that the member has an interest in and such transaction of the nature and extent so specified.

- 8.6 Members (and advisors) with a declared interest in an item of business would usually be required to leave the room. However, the board may want such an individual to contribute their knowledge and experience to the discussion despite the interest so declared. If this is the case the affected member can remain in the room - functioning as a resource that can be drawn upon to assist the board in their deliberations. The affected member must withdraw at the decision-making stage if the member has a pecuniary interest unless otherwise determined by the Co-Chair taking the meeting. In the absence of the Co-Chair or where an item of business relates to the Co-Chair or an interest of the Co-Chair, the meeting shall be chaired by the remaining Co-Chair, nominated Deputy Chair if present or by a member selected by the meeting for that purpose.
- 8.7 Provided that a member has disclosed the nature and extent of any material interest and otherwise complies with the above requirements, that member, notwithstanding his or her membership of the LEP:
- may be a party to, or otherwise interested in, any transaction or arrangement with the LEP or in which the LEP is otherwise interested;
 - may be a director or other officer of, or employed by, or a party (directly or indirectly) to any transaction or arrangement with the LEP or in which the LEP is otherwise interested; and
 - shall not, by reason of his membership of the LEP, be accountable to the LEP for any benefit which he derives from any such office or employment or from any such transaction or arrangement or from any such interest and no such transaction or arrangement shall be liable to be avoided on the ground of any such interest or benefit.
- 8.8 Without prejudice to the obligation on members to declare interests, if a question arises at a meeting of the LEP or of a committee of the LEP as to the right of a member to participate in the meeting (or part of the meeting) for voting or quorum purposes, the question may, before the conclusion of the meeting be referred to the Co-Chair taking that meeting whose ruling in relation to any member other than the Co-Chair is to be final and conclusive. If any question as to the right to participate in the meeting (or part of the meeting) should arise in respect of the Co-Chair of that meeting, the question is to be decided by the remaining Co-Chair at that meeting, for which purpose the first Co-Chair shall not participate and is not to be counted as participating in the meeting (or that part of the meeting) for voting or quorum purposes.

9. DECISION MAKING

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

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

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

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

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

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

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

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

10. REPORTING ARRANGEMENTS

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

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

ANNEX A: GM LEP MEMBERSHIP 2020-2021

PRIVATE SECTOR MEMBERS 2019-21

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

GMCA REPRESENTATIVES 2020-21

Andy Burnham	GM Mayor
Cllr Sir Richard Leese	GMCA Deputy Mayor
Cllr Brenda Warrington	GMCA Member
Cllr Elise Wilson	GMCA Member (LEP Deputy Chair)

CHAIRS OF STRATEGIC BOARDS

Mike Blackburn	Independent consultant
Vanda Murray	Non-Executive Director (Diversity Champion)

ANNEX B: DECLARATIONS OF INTEREST FORM



DECLARATIONS OF INTEREST

DATE:

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

Name: _____.

Minute Ref / Item No	Nature of Interest

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

ANY COMPLETED FORMS SHOULD THEN BE HANDED IN AT THE START OF THE MEETING

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

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

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

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

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GM LOCAL ENTERPRISE PARTNERSHIP BOARD

SUBJECT: Local Growth Deal (1, 2 and 3) - Six Monthly Progress Update

DATE: 17 November 2020

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

PURPOSE OF REPORT

To provide the GMLEP with an update on the latest position in relation to the Local Growth Deal Transport Programme (Tranches 1,2 and 3) following on from the last update in March 2020.

RECOMMENDATIONS

The LEP Board is asked to:

- Note the good progress made in relation to the Growth Deal Major Schemes programme;
- Note the good progress made in relation to the Growth Deal Minor Works and Additional Priorities programmes;
- Note the good progress made in relation to the Non Transport Skills Capital and Economic Development & Regeneration (ED &R) programmes; and
- Endorse the expenditure approvals and grant payments for the SBNI and Oldham Town Centre Regeneration schemes, as agreed at the 25 Sept meeting of GMCA, and as set out in section 6 of this report.

EQUALITIES IMPLICATIONS

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

CLIMATE CHANGE IMPACT ASSESSMENT AND MITIGATION MEASURES

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

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1. INTRODUCTION

- 1.1 The Local Growth Deal announcements made by Government in July 2014, January 2015 and November 2016 confirmed capital funding for Greater Manchester in relation to a programme of Major Schemes, Minor Works, Additional Priorities, Skills Capital and Economic Development & Regeneration (ED &R) Programmes (Growth Deal 1, 2 and 3).
- 1.2 The Growth Deal Programme is in the final year of delivery, with Government now requiring the full Growth Deal Programme and LGF grant to be fully spent by 31 March 2021.
- 1.3 As a result of the contractual commitments made on a number of Major schemes following approvals granted at the 31 July 2020 GMCA meeting and the use of local flexibilities, Government has now released in full the remaining third of GM's 2020/21 Growth Deal grant allocation (£25.9 million).
- 1.4 The spend rate across the whole Growth Deal programme has now increased significantly as a result of the approvals granted at the 31 July 2020 GMCA meeting, and all LGF funding is now committed. All of the LGF grant is now forecast to be spent by 31 March 2021, in line with the grant conditions.
- 1.5 This report provides an update in respect of the current position on, and recent progress in relation to, the various elements of the Growth Deal programme.

2. TRANSPORT MAJOR SCHEMES OVERVIEW

- 2.1 The Growth Deal Major Transport scheme programme is made up of 15 schemes, delivered either by TfGM or Local Authority Partners.
- 2.2 Eleven of the Growth Deal 1 schemes have progressed through Full Approval and are now in implementation (either in their entirety or on a phased Full Approval basis); with a further three schemes having secured Conditional Approval and now working towards the achievement of Full Approval. The Oldham Town Centre Regeneration GD3 scheme has been submitted for Conditional Approval in the period and is currently being reviewed in line with agreed Growth Deal governance arrangements.
- 2.3 Since the March 2020 update, the A5063 Trafford Road (Salford), Rochdale South Heywood Link Road (M62 J19) and Stockport Mixed Use development schemes have achieved Full Approval and secured funding to facilitate delivery, with all works due to start on site in the next 6 months.
- 2.4 Four Major schemes, Wigan Bus Station, MSIRR Regent Road/Water Street, Wigan A49 Link Road and Ashton Interchange are now complete and in operation. Works are progressing on the Salford Bolton Network Improvement Programme (SBNI), MSIRR Great Ancoats Street, Stockport TCAP projects and the final element of the Metrolink Service Improvement Package. Advance works are progressing on the A5063 Trafford Road scheme (Salford), Wigan M58 Link Road, Rochdale South Heywood Link Road (M62 J19) and Stockport Mixed Use Development. Salford Central Station, Carrington Relief Road and Oldham Town Centre Regeneration are in the final stages of development prior to moving into delivery.

3. INDIVIDUAL TRANSPORT SCHEMES UPDATE

- 3.1 Work to develop all of the Major Schemes within the Growth Deal programme has been continuing in recent months. A brief summary of the current position in relation to each of these schemes is provided below.

South Heywood Area Wide Improvements

- 3.2 The scheme was granted Full Approval and funding in July 2020 in line with the agreed Growth Deal governance arrangements. The main contract has been awarded and works have commenced on site.

Wigan Gateway A49 Link Road

- 3.3 The scheme was granted Full Approval and funding in February 2018 in line with the agreed Growth Deal governance arrangements. The scheme is now complete and was opened to the public on 26 June 2020.

Salford Central Station Additional Platforms

- 3.4 An initial redevelopment scheme for Salford Central was granted Conditional Approval in June 2016 in line with the agreed Growth Deal governance arrangements. However, in September 2016 the GMCA requested the development of a revised scheme that would safeguard future rolling stock extensions and timetabling development with an associated phased approach to delivery, in order to maximise the benefits of the scheme.
- 3.5 TfGM and Salford City Council continue to work with the rail industry to develop the proposals for new operational platforms 3, 4 and 5. TfGM has undertaken a feasibility study to assess the potential to accommodate longer trains and, in conjunction with Salford City Council and Network Rail, has now identified a set of preferred infrastructure options to be taken forward for further design and development work. These options are now being progressed through the Network Rail Governance for Railway Investment Projects.
- 3.6 Network Rail has advised that the development of an advanced Network Rail renewal scheme on platforms 1 and 2 is underway with an expected start on site in 2021.

MSIRR Improvements – Regent Road / Water Street

- 3.7 The scheme was granted Full Approval and funding in June 2018, in line with the agreed Growth Deal governance arrangements. The works were completed on 30 January 2020.

MSIRR Improvements – Great Ancoats Street

- 3.8 The scheme was granted Full Approval and funding in October 2019, in line with the agreed Growth Deal governance arrangements. The works which involve improvements to connectivity between the city centre and development areas to the east of Great Ancoats Street, started on site in January 2020. The works are progressing well and are due for completion in January 2021.

Wigan Gateway M58 Link Road

- 3.9 The scheme was granted Conditional Approval in February 2018, in line with the agreed Growth Deal governance arrangements. In July 2020 GMCA granted approval of £1.9 million of Growth Deal 3 funding to facilitate the delivery of an advanced works package, and these works are underway. A Full Approval Business Case will be submitted once the necessary powers and consents have been obtained. Complexities in agreeing an appropriate design solution for the Network Rail structure affected by the link road have impacted the timescales for delivery.

Wigan Bus Station

- 3.10 Works for the new bus station commenced on site in July 2017 and the bus station was opened to the public in October 2018, two months ahead of schedule.

Stockport Town Centre Access Plan

- 3.11 The Stockport Town Centre Access Plan (TCAP) is one of a small number of large and / or complex Local Growth Deal schemes for which Ministers decided that DfT should retain approval oversight.
- 3.12 The scheme is being delivered in three phases and Full Approval is in place for all phases of scheme.
- 3.13 All TCAP projects are being delivered under Stockport Council's STaR (Stockport Trafford and Rochdale) Alliance Framework, with the exception of one scheme at Travis Brow. The value and nature of the Travis Brow scheme required it to be procured through alternative arrangements and this was awarded through the Highways England Collaborative Delivery Framework in autumn 2017. The Travis Brow scheme is now complete and open to traffic, cyclists and pedestrians.
- 3.14 Works for the TCAP programme as a whole commenced on site in April 2015 and to date, 43 works packages have been completed and construction is progressing well on 5 works packages. One work package is currently at the final design development stage. All works packages will be completed by the end of March 2021.

Ashton-under-Lyne Interchange

- 3.15 The scheme was granted Full Approval and funding in February 2017 in line with the agreed Growth Deal governance arrangements. The new interchange scheme is now complete and was opened to the public in August 2020. Remaining works to remove the old facility are continuing and will be completed this calendar year.

Stockport Mixed Use and Interchange

- 3.16 Conditional Approval for the original Interchange scheme was granted in November 2015, in line with the agreed Growth Deal governance arrangements.
- 3.17 A further Gateway Review to assess the subsequently developed Mixed Use scheme was concluded in late 2019 and, in turn, approved in line with the agreed Growth Deal governance arrangements in May 2020.
- 3.18 Full Approval for the scheme was granted in July 2020 to enable a staged series of contractual commitments to be entered into with the Main Contractor; noting that a further independent health check will be undertaken once the design and associated costs have been finalised and prior to main works commencing on site in 2021.

- 3.19 Early highway related works associated with an advanced enabling works package to construct a temporary bus station on the site of nearby Heaton Lane car park have been completed, with the temporary bus station works themselves due to start shortly.
- 3.20 As previously reported, in order to mitigate project risk a decision was taken to progress the Stockport Interchange Bridge and associated highway works through Stockport Council, as advanced works packages for the main Interchange scheme. The new bridge and highways works are complete and the bridge has provided more flexibility, a greater level of resilience, helped to ease congestion and improved pedestrian access within the town centre.

Salford Bolton Network Improvement Programme

- 3.21 The Salford Bolton Network Improvements (SBNI) scheme is part of the Growth and Reform package of works and is being delivered in the form of a number of Delivery Packages (DP). Each package comprises a series of interventions which focus on improvements to junction layouts, pedestrian access provisions, bus priority measures and cycle infrastructure, all of which have been developed in collaboration with Salford City Council and Bolton Council.
- 3.22 The Conditional Approval business case for the Salford Bolton Network Improvement programme was approved, in line with the agreed Growth Deal governance arrangements, in February 2016.
- 3.23 The status of all the delivery packages of work making up the SBNI programme is set out in the table overleaf.

Bolton Delivery Packages	Scope	Status
DP 1 - Raikes Lane	Junction Improvement Scheme	Complete
DP 2 - Loxham Street/Moses Gate/Green Lane	Junction Improvement Scheme	Complete
DP 3 - Longcauseway	Junction Improvement Scheme	Complete
DP 4 - Farnworth	Bus Station Redevelopment/Town Centre Urban Realm Improvement Scheme	Complete
DP 7 - Bolton Bus Stop Upgrades	Bus Stop Accessibility Upgrades/Bus Shelter Installations	Complete
Bolton DP5 - Manchester Road Gateway	Cycling and Walking Junction Improvement Scheme	Delivery
Salford Delivery Packages		
DP1 -Pendleton Junctions/Minor Schemes	Junction Improvement/Urban Realm Improvement Scheme	Complete
DP 5 - Salford Bus Stop Upgrades	Bus Stop Accessibility Upgrades/Bus Shelter Installations	Complete
DP2 – Swinton town centre	Junction Improvement Scheme	Design
DP3 - Irlam o'th Heights/A666 Bus Priority	Junction Improvement/Bus Lane scheme	Delivery
DP4 - Pendleton Town Centre	Town Centre Urban Realm Improvement Scheme	Delivery
DP 6 – Madams Wood Road, Little Hulton	Bus Priority Traffic Calming Measures scheme	Full Approval
DP 7 – A580 Junctions	Junction Improvement Scheme	Design
DP 8 – Walkden Rail Station Park & Ride	Park & Ride scheme	Design
Programme Delivery Packages		
PDP1 - SCOOT/MOVA	Traffic signal capacity upgrades	Full Approval
PDP2 - SCOOT Bus Priority	Traffic signal bus priority upgrades	Delivery

3.24 These SBNI delivery packages are being delivered through a phased approval and delivery approach under the Growth Deal Minor Scheme Governance arrangements, as previously agreed.

3.25 Expenditure approvals for the next SBNI delivery packages, scheduled to start on site this financial year, are referenced at Section 6 of this report

SBNI MINOR WORKS UPDATE

- 3.26 In line with Growth Deal Minor Works Governance procedures TfGM has progressed SBNI Minor Schemes below £0.5 million in value through the Minor Works Governance Process. A summary of the schemes, approval dates and delivery timescales is set out in the table below.

Delivery Package	Scope	Value	TSG Approval	Start Date	Completion Date
Salford DP6 (Madams Wood Road)	Park & Ride Facility	£0.209 million	July 2020	Autumn 2020	Autumn 2020
Programme DP1 (SCOOT/MOVA)	Traffic signal capacity upgrades	£0.413 million	July 2020	Autumn 2020	Winter 2020
Programme DP2 (SCOOT BP)	Traffic signal bus priority upgrades	£0.178 million	February 2020	Spring 2020	Spring 2021

Metrolink Service Improvement Package

- 3.27 Following the granting of Full Approval for this package of works in summer 2014, all of the trams came into operational use in October 2016. With regards to the supporting infrastructure works associated with this package of improvements, the new wheel lathe has been installed in the Trafford depot and the new substations are operational. Work to install a new turn back at Sale is scheduled to take place in spring 2021.

A5063 Trafford Road Improvements

- 3.28 The scheme was granted Full Approval and funding in June 2020, in line with the agreed Growth Deal governance arrangements.
- 3.29 Salford City Council (SCC) commenced an advance enabling works package in January 2020. This comprises advance utility diversion works, removal of vegetation and brick planters in the central reserve and the installation / relocation of CCTV cameras, lighting columns and site clearance. The advance works will shorten, and de-risk the main contract by diverting the majority of statutory services before the main operations commence.
- 3.30 Salford Council awarded the main contract for the works in July 2020, with works now having commenced, following on from the enabling works contract.

Carrington Relief Road (Spur Extension)

- 3.31 The scheme was granted Conditional Approval in January 2020. The new road infrastructure is intended to relieve congestion on the A6144, the principal road serving the communities of Carrington and Partington and connecting to Sale and the M60 motorway, to enable further development to take place. Trafford Council is

working with private sector partners to deliver these improvements as part of a wider scheme.

Oldham Town Centre Regeneration and Connectivity

- 3.32 Oldham Council has developed the programme for this Growth Deal 3 scheme and the Conditional Approval Business Case is currently being undergoing a review by the GRP panel. The programme is made up of a series of minor highway and public realm enhancement projects, each with a value of less than £5 million. These projects will be delivered through a phased approval and delivery approach under the Growth Deal Minor Scheme Governance arrangements, as previously agreed, and in line with the approach adopted for Salford Bolton Network Improvement programme.
- 3.33 Expenditure approval for works to start on the first phase of the scheme are referenced at Section 6 of this report, with works now having commenced on site.

4. TRANSPORT MAJOR SCHEMES – FINANCIAL UPDATE

- 4.1 Claims for the reimbursement of expended costs from scheme promoters are being processed on an ongoing basis, in line with the agreed Major Schemes Capital Programme Guidance.
- 4.2 The previously approved arrangements for the cash flow of development work by scheme promoters are being kept under regular review and the quarterly Capital Expenditure Updates to the GMCA provide ongoing expenditure information in relation to these costs.
- 4.3 The monitoring of the financial position on the Growth Deal programme which takes places on an ongoing basis has identified a number of schemes with projected potential savings or overruns against the original budget. As the GMCA's Local Growth Deal budget is fixed, the ultimate cost risk is borne by the relevant scheme promoter, which is either GMCA, for TfGM promoted schemes, or the relevant Local Authority. The agreed arrangements for dealing with these savings and cost overruns are being progressed, as set out in previous reports.
- 4.4 Work has continued with scheme promoters to ensure schedules and financial forecasts are regularly reviewed, and that challenges are identified and mitigated and the Major scheme programme is forecast to fully spend the remaining grant within the Growth Deal funding period to 31 March 2021.

5. ADDITIONAL PRIORITIES AND MINOR WORKS

- 5.1 The Growth Deal 1, 2 and 3 Minor Works initiatives are being delivered by the 10 GM Local Authorities and the Growth Deal "Additional Priorities" initiatives are being delivered by TfGM.
- 5.2 The Minor Works programme is a package of 59 highways, public realm, cycling, walking and associated measures; with the identified interventions being very much focused on supporting economic growth. The Additional Priorities programme of 15 initiatives focuses on rail, bus and Metrolink passenger improvements, multi-modal ticketing and highways (SCOOT / MOVA) enhancements.

- 5.3 Significant progress has been made in taking forward the Minor Works programme. In relation to GD1, GD2 and GD3 Local Authority Minor Works, since the last update report in March 2020, a further 5 mini-business cases have been submitted for review and approved by TSG. This means that 50 of the 59 Minor Works schemes now have an approved mini business case. TfGM will continue to work with scheme promoters with a view to securing TSG approval of the remaining mini-business cases at the earliest opportunity. In addition a further 2 SBNI Major scheme phased approvals have been secured through the mini-business case review process since the last report in March 2020.
- 5.4 As previously reported, the focus of the TfGM-sponsored “Additional Priority” initiatives are centred around Rail / Metrolink passenger improvements, multi-modal ticketing, bus passenger facilities and highways key route network resilience.
- 5.5 A number of “Additional Priority” initiatives, in particular those related to Metrolink and Rail, have progressed to delivery stage. Full Funding Approval for a 12 out of 15 “Additional Priorities” schemes have been achieved. The remaining schemes are currently in development and progressing well.
- 5.6 The Additional priorities and Minor Works programme is forecast to fully spend the remaining grant within the Growth Deal funding period to 31 March 2021.

6. EXPENDITURE APPROVALS 2020/21 – SBNI AND OLDHAM TOWN CENTRE REGENERATION

- 6.1 The SBNI and Oldham Town Centre Regeneration Major schemes are being delivered through a phased package approach, with Full Approvals being managed through the Minor works mini business case process as previously approved by GMCA. Each of the work packages is below £5 million and expenditure approvals required for works commencing in the current financial year and as agreed by the GMCA at its meeting of 25 September 2020, are set out in the following sections of this report.

Bolton DP 5 (Manchester Road Gateway) - Phase 3

- 6.2 Bolton DP 5 is a series of junction upgrades in close proximity to Bolton town centre. The scheme involves the implementation of two Cycle Optimised Protected Signals (CYCLOPS) junctions at the Manchester Road/Bradshawgate/Trinity Street and Newport Street/Trinity Street junction with full segregation for cyclists and pedestrians. The scheme also includes capacity improvements at the adjacent St Peter’s Way/Bridgeman Place and Bury Road/Crompton Way junctions.
- 6.3 The table below details the phases which are included in Bolton DP 5 along with forecast delivery dates. Furthermore, as tender prices are received from the Bolton Council’s Highway Framework, and are time limited, it is not possible to tender all of the works at this stage.

Intervention	Forecast Delivery Dates
Phase 1: Crompton Way	Feb 2020 – May 2020 (works complete)

Phase 2: Newport Street	May 2020 – Summer 2021
Phase 3: St Peter’s Way	Autumn 2020 – Summer 2021
Phase 4: Bradshawgate	Spring 2021 – Spring 2022

- 6.4 Phase 3 of Bolton DP5 consists of a junction upgrade scheme at the St Peter’s Way/Bridgeman Place junction. The works at the junction comprises of new traffic signal infrastructure, pedestrian facilities and segregated cycle lanes. The design for the scheme has been developed in consultation with the TfGM Cycling & Walking Team and subject to a Streets for All check in order to ensure that the final scheme layout meets relevant safety and quality criteria in respect of footway and carriageway lane widths.
- 6.5 The Business Case for Bolton DP 5 was approved as part of the aforementioned Full Approval process for the scheme. The Business Case review included consideration of legal, risk, financial (both capital and revenue) and strategic fit consequences.
- 6.6 The proposals have progressed through the necessary endorsement / approval process, as provided for by the agreed GM Local Growth Deal governance arrangements.
- 6.7 A contractor was appointed for the Bolton DP5 Phase 3 St Peter’s Way junction scheme by Bolton Council in October 2020, with works at this junction expected to be completed in summer 2021.
- 6.8 The remaining works to be delivered as part of Bolton DP 5 are anticipated to be completed in spring 2022, following the completion of detailed design and procurement activities currently being progressed.
- 6.9 A thorough review of the cost plan for the DP5 was undertaken as part of the Business Case Governance review process. It was concluded that the cost plan is robust and that the project, including an appropriate allowance for risk and contingency, is affordable within the overall scheme budget.
- 6.10 Taking into account the tender price for the Bolton DP 5 Phase 3 St Peter’s Way/Bridgeman Place junction, the total cost of the scheme is anticipated to be £2.065 million. A summary of the overall scheme costs, funding released to date and funding required to deliver the initial DP5 scheme are set out in table below.

	Bolton DP 5 Scheme Budget £’000	Funding Released for St Peter’s Way to Conditional Approval £’000	Funding requested for delivery of St Peter’s Way Scheme £’000
SBNI – Bolton Delivery Package 5 (Manchester Road Gateway)	7,637	246	1,819

- 6.11 Expenditure approval of £1.819 million to enable delivery of the Bolton DP 5 (Phase 3) St Peter's Way scheme was agreed by the GMCA at its meeting of 25 September 2020.
- 6.12 The total drawdown for DP5 to date is £3.860 million which covers scheme development costs for all delivery phases and the delivery budget for Phase 1 (Bury Road/Crompton Way) and Phase 2 (Newport Street). Subsequent to the £1.819 million draw down request for the delivery of the Phase 3 (St Peters Way) scheme identified in the table above, there is £1.958 million remaining DP 5 budget to be drawn down for the remaining delivery phase.

Expenditure approvals – SBNI remaining delivery packages for 2020/21

- 6.13 The table below sets out the remaining expenditure approvals required SBNI delivery packages scheduled to start on site in the 2020/21 financial year.

Bolton Delivery Packages	Scope	Expenditure approval requested £'000
Bolton DP 5 - Phase 4 Bradshawgate	Cycling and Walking Junction Improvement Scheme	1,958
Salford Delivery Packages		
DP2 – Swinton town centre	Junction Improvement Scheme	2,341
DP 7 – A580 Junctions	Junction Improvement Scheme	1,125
DP 8 – Walkden Rail Station Park & Ride	Park & Ride scheme	612
TOTAL		6,036

- 6.14 Expenditure approvals as set out in the table above and not exceeding £6.036 million were agreed by the GMCA at its meeting of 25 September 2020, subject to agreed Growth Deal governance, to enable delivery of the remaining 2020/21 SBNI work packages.

Expenditure approval – Oldham Town Centre Regeneration 2020/21

- 6.15 The Oldham Town Centre Regeneration scheme has the following key objectives:

Facilitate development and the regeneration of Oldham Town Centre;
 Improve the attractiveness of the town centre for pedestrians and cyclists; and
 Maintain the integrity of the highway network within and around the town centre.

- 6.16 The scheme is currently undergoing a Conditional Approval Business case GRP review, with final approvals being progressed through the Growth Deal Minor Scheme Governance arrangements, as previously agreed. The first package of work has been fully designed and is scheduled to start on site in the autumn, subject to the appropriate approvals.
- 6.17 This first package of works includes Retiro Street Improvements and Hunters Lane Improvements (including public realm improvement, pedestrian crossing improvements, and footway and carriageway resurfacing) and the introduction of new

traffic signal junction at Waterloo Street / Rhodes Bank incorporating Toucan pedestrian and cycle crossing facilities.

- 6.18 Expenditure approval not exceeding £1.355 million was agreed by the GMCA at its meeting of 25 September 2020, subject to agreed Growth Deal governance, to enable delivery of the Retiro Street, Hunters Lane, Waterloo Street / Rhodes Bank works package this financial year.

7. NON TRANSPORT UPDATE

- 7.1 GMCA's Skills Capital 2017-2020 Programme has now completed its third and final round of commissioning, with approvals for the final round being provided by the LEP board members in August 2020. The £79 million programme has now been allocated to 14 FE Capital projects, 7 of which have now been completed, 7 are in delivery. All projects are expected to have completed or made significant progress by March 2021 and we have an established programme monitoring function in place to monitor the agreed outputs of our investments for the next 3-5 years. Skills Capital delivery highlights to date include completion of an Advanced Skills Centre for Tameside College located within the Tameside one shared service centre, which was shortlisted for the GM Chamber of Commerce Building of the Year award in 2019. The creation of Future Skills 3, Salford City College based at Media City. Refurbishment of Wigan & Leigh College Pagefield and Leigh campus to create centres of excellence in Engineering, Construction, Digital and Creative. Tameside College Construction centre, The Manchester College City Centre Campus Digital & Creative centre and Oldham Colleges Construction centres are all in delivery and making good progress for 2021/22 openings.

- 7.2 Economic Development & Regeneration (ED & R) Projects includes a portfolio of 13 varied projects such as University Capital projects, Life sciences, Productivity Programme, Cyber Innovation Hub, housing and commercial business investment. All of these projects will attract significant match funding and create jobs and growth in the region. All Projects are now contractually committed and expected to complete or make significant progress by March 21.

- 7.3 ED & R Delivery highlights to date include investment in equipment at University of Manchester Graphene Engineering Innovation Centre (GEIC) to support industry led development of graphene applications in partnership with academics. Manchester Metropolitan University's ground breaking School of Digital Arts (SODA) that will bring together art and design with technology and computing all under one roof and is scheduled to open in Sept 2021. Investment into a new Cyber Innovation Centre based in Manchester City Centre which will capitalise on the city's opportunities in this sector and bring businesses together. The Life Sciences investments continues to deliver creating jobs and enabling ventures in this field. Growth Company's Productivity Programme is creating growth and jobs for GM business, and to date has supported over 2000 enterprises and created more than 700 jobs.

- 7.4 Monitoring of the LGF non transport projects is ongoing with 2021 being a key year for completion of some major capital projects.

8. RECOMMENDATIONS

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

Eamonn Boylan

Chief Executive Officer, GMCA & TfGM

Date: 25 September 2020

Subject: Local Growth Deal (1, 2 and 3) - Six Monthly Progress Update and Expenditure Approvals

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

PURPOSE OF REPORT

The purpose of this report is to provide the Combined Authority with an overview of progress on the delivery of the Local Growth Deal (LGF) Programme (Tranches 1, 2 and 3) and to seek expenditure approvals for phased elements of the SBNI and Oldham Town Centre Regeneration delivery programmes, to ensure full Growth Deal grant spend by March 2021.

RECOMMENDATIONS:

The GMCA is requested to:

1. Note the good progress made in relation to the Growth Deal Transport Major Schemes programme as set out in Sections 3 and 4 of this report;
2. Note the good progress made in relation to the Growth Deal Transport Minor Works and Additional Priorities programmes as set out in Section 6 of this report;
3. Note the good progress made in relation to the Non Transport Skills Capital and Economic Development & Regeneration (ED &R) programmes as set out in Section 8 of this report;
4. Note and agree payment of grants of £1.819 million to Bolton in relation to the delivery of the SBNI Bolton Delivery Package 5 Phase 3 scheme as set out in Section 7 of this report;
5. Agree the expenditure approvals for phased delivery of the remaining SBNI 2020/21 works not exceeding £6.036 million, as set out in Section 7 of this report, subject to agreed Growth Deal governance; and

6. Agree the expenditure approval for delivery of the first phase of the Oldham Town Centre Regeneration 2020/21 works, not exceeding £1.355 million, as set out in Section 7 of this report, subject to agreed Growth Deal governance.

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Equalities Implications:

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

Climate Change Impact Assessment and Mitigation Measures:

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

Risk Management:

Risk management considerations are referred in paragraphs 5.2 and 5.3 of the report.

Legal Considerations:

Legal Considerations are referenced in paragraphs 5.2 and 5.3 of the report.

Financial Consequences – Revenue:

Financial Consequences – Revenue, are referenced in paragraphs 5.1, 5.2, 5.3 and 5.4 of the report.

Financial Consequences – Capital:

Financial Consequences – Capital, are referenced in paragraphs 5.1, 5.2, 5.3 and 5.4 of the report.

Number of attachments to the report: None

Comments/recommendations from Overview & Scrutiny Committee

N/A

BACKGROUND PAPERS:

None.

TRACKING/PROCESS		
Does this report relate to a major strategic decision, as set out in the GMCA Constitution		Yes
EXEMPTION FROM CALL IN		
Are there any aspects in this report which means it should be considered to be exempt from call in by the relevant Scrutiny Committee on the grounds of urgency?		N/A
GM Transport Committee	Overview & Scrutiny Committee	
N/A	N/A	

1 EXECUTIVE SUMMARY

- 1.1 This report sets out progress made on the Growth Deal programme over the last six months, seeks expenditure approvals for the SBNI and Oldham Town Centre Regeneration schemes, and notes that Government has now released in full the remaining third of GM's 2020/21 Growth Deal allocation (£25.9 million) following on from the contractual commitments made on a number of major schemes as a result of approvals granted at the 31 July 2020 GMCA meeting.

2. INTRODUCTION

- 2.1 The Local Growth Deal announcements made by Government in July 2014, January 2015 and November 2016 confirmed capital funding for Greater Manchester in relation to a programme of Major Schemes, Minor Works, Additional Priorities, Skills Capital and Economic Development & Regeneration (ED &R) Programmes (Growth Deal 1, 2 and 3).
- 2.2 The Growth Deal Programme is in the final year of delivery, with Government now requiring the full Growth Deal Programme and LGF grant to be fully spent by 31 March 2021.
- 2.3 As a result of the contractual commitments made on a number of Major schemes following approvals granted at the 31 July 2020 GMCA meeting and the use of local flexibilities, Government has now released in full the remaining third of GM's 2020/21 Growth Deal grant allocation (£25.9 million).
- 2.4 The spend rate across the whole Growth Deal programme has now increased significantly as a result of the approvals granted at the 31 July 2020 GMCA meeting, and all LGF funding is now committed. All of the LGF grant is now forecast to be spent by 31 March 2021, in line with the grant conditions.
- 2.5 This report provides an update in respect of the current position on, and recent progress in relation to, the various elements of the Growth Deal programme.

3. TRANSPORT MAJOR SCHEMES OVERVIEW

- 3.1 The Growth Deal Major Transport scheme programme is made up of 15 schemes, delivered either by TfGM or Local Authority Partners.
- 3.2 Eleven of the Growth Deal 1 schemes have progressed through Full Approval and are now in implementation (either in their entirety or on a phased Full Approval basis); with a further three schemes having secured Conditional Approval and now working towards the achievement of Full Approval. The Oldham Town Centre Regeneration GD3 scheme has

been submitted for Conditional Approval in the period and is currently being reviewed in line with agreed Growth Deal governance arrangements.

- 3.3 Since the March 2020 update, the A5063 Trafford Road (Salford), Rochdale South Heywood Link Road (M62 J19) and Stockport Mixed Use development schemes have achieved Full Approval and secured funding to facilitate delivery, with all works due to start on site in the next 6 months.
- 3.4 Four Major schemes, Wigan Bus Station, MSIRR Regent Road/Water Street, Wigan A49 Link Road and Ashton Interchange are now complete and in operation. Works are progressing on the Salford Bolton Network Improvement Programme (SBNI), MSIRR Great Ancoats Street, Stockport TCAP projects and the final element of the Metrolink Service Improvement Package. Advance works are progressing on the A5063 Trafford Road scheme (Salford), Wigan M58 Link Road, Rochdale South Heywood Link Road (M62 J19) and Stockport Mixed Use Development. Salford Central Station, Carrington Relief Road and Oldham Town Centre Regeneration are in the final stages of development prior to moving into delivery.

4. INDIVIDUAL TRANSPORT SCHEMES UPDATE

- 4.1 Work to develop all of the Major Schemes within the Growth Deal programme has been continuing in recent months. A brief summary of the current position in relation to each of these schemes is provided below.

South Heywood Area Wide Improvements

- 4.2 The scheme was granted Full Approval and funding in July 2020 in line with the agreed Growth Deal governance arrangements. The main works are scheduled to start on site this Autumn.

Wigan Gateway A49 Link Road

- 4.3 The scheme was granted Full Approval and funding in February 2018 in line with the agreed Growth Deal governance arrangements. The scheme is now complete and was opened to the public on 26 June 2020.

Salford Central Station Additional Platforms

- 4.4 An initial redevelopment scheme for Salford Central was granted Conditional Approval in June 2016 in line with the agreed Growth Deal governance arrangements. However, in September 2016 the GMCA requested the development of a revised scheme that would safeguard future rolling stock extensions and timetabling development with an associated phased approach to delivery, in order to maximise the benefits of the scheme.

4.5 TfGM and Salford City Council continue to work with the rail industry to develop the proposals for new operational platforms 3, 4 and 5. TfGM has undertaken a feasibility study to assess the potential to accommodate longer trains and, in conjunction with Salford City Council and Network Rail, has now identified a set of preferred infrastructure options to be taken forward for further design and development work. These options are now being progressed through the Network Rail Governance for Railway Investment Projects.

4.6 Network Rail has advised that the development of an advanced Network Rail renewal scheme on platforms 1 and 2 is underway with an expected start on site in 2021.

MSIRR Improvements – Regent Road / Water Street

4.7 The scheme was granted Full Approval and funding in June 2018, in line with the agreed Growth Deal governance arrangements. The works were completed on 30 January 2020.

MSIRR Improvements – Great Ancoats Street

4.8 The scheme was granted Full Approval and funding in October 2019, in line with the agreed Growth Deal governance arrangements. The works which involve improvements to connectivity between the city centre and development areas to the east of Great Ancoats Street, started on site in January 2020. The works are progressing well and are due for completion in January 2021.

Wigan Gateway M58 Link Road

4.9 The scheme was granted Conditional Approval in February 2018, in line with the agreed Growth Deal governance arrangements. In July 2020 GMCA granted approval of £1.9 million of Growth Deal 3 funding to facilitate the delivery of an advanced works package, and these works are underway. A Full Approval Business Case will be submitted once the necessary powers and consents have been obtained. Complexities in agreeing an appropriate design solution for the Network Rail structure affected by the link road have impacted the timescales for delivery.

Wigan Bus Station

4.10 Works for the new bus station commenced on site in July 2017 and the bus station was opened to the public in October 2018, two months ahead of schedule.

Stockport Town Centre Access Plan

4.11 The Stockport Town Centre Access Plan (TCAP) is one of a small number of large and / or complex Local Growth Deal schemes for which Ministers decided that DfT should retain approval oversight.

4.12 The scheme is being delivered in three phases and Full Approval is in place for all phases of scheme.

- 4.13 All TCAP projects are being delivered under Stockport Council's STaR (Stockport Trafford and Rochdale) Alliance Framework, with the exception of one scheme at Travis Brow. The value and nature of the Travis Brow scheme required it to be procured through alternative arrangements and this was awarded through the Highways England Collaborative Delivery Framework in autumn 2017. The Travis Brow scheme is now complete and open to traffic, cyclists and pedestrians.
- 4.14 Works for the TCAP programme as a whole commenced on site in April 2015 and to date, 43 works packages have been completed and construction is progressing well on 5 works packages. One work package is currently at the final design development stage. All works packages will be completed by the end of March 2021.

Ashton-under-Lyne Interchange

- 4.15 The scheme was granted Full Approval and funding in February 2017 in line with the agreed Growth Deal governance arrangements. The new interchange scheme is now complete and was opened to the public in August 2020. Remaining works to remove the old facility are continuing and will be completed this calendar year.

Stockport Mixed Use and Interchange

- 4.16 Conditional Approval for the original Interchange scheme was granted in November 2015, in line with the agreed Growth Deal governance arrangements.
- 4.17 A further Gateway Review to assess the subsequently developed Mixed Use scheme was concluded in late 2019 and, in turn, approved in line with the agreed Growth Deal governance arrangements in May 2020.
- 4.18 Full Approval for the scheme was granted in July 2020 to enable a staged series of contractual commitments to be entered into with the Main Contractor; noting that a further independent health check will be undertaken once the design and associated costs have been finalised and prior to main works commencing on site in 2021.
- 4.19 Early highway related works associated with an advanced enabling works package to construct a temporary bus station on the site of nearby Heaton Lane car park have been completed, with the temporary bus station works themselves due to start imminently.
- 4.20 As previously reported, in order to mitigate project risk a decision was taken to progress the Stockport Interchange Bridge and associated highway works through Stockport Council, as advanced works packages for the main Interchange scheme. The new bridge and highways works are complete and the bridge has provided more flexibility, a greater level of resilience, helped to ease congestion and improved pedestrian access within the town centre.

Salford Bolton Network Improvement Programme

- 4.21 The Salford Bolton Network Improvements (SBNI) scheme is part of the Growth and Reform package of works and is being delivered in the form of a number of Delivery Packages (DP). Each package comprises a series of interventions which focus on improvements to junction layouts, pedestrian access provisions, bus priority measures and cycle infrastructure, all of which have been developed in collaboration with Salford City Council and Bolton Council.
- 4.22 The Conditional Approval business case for the Salford Bolton Network Improvement programme was approved, in line with the agreed Growth Deal governance arrangements, in February 2016.
- 4.23 The status of all the delivery packages of work making up the SBNI programme is set out in the table overleaf.

Bolton Delivery Packages	Scope	Status
DP 1 - Raikes Lane	Junction Improvement Scheme	Complete
DP 2 - Loxham Street/Moses Gate/Green Lane	Junction Improvement Scheme	Complete
DP 3 - Longcauseway	Junction Improvement Scheme	Complete
DP 4 - Farnworth	Bus Station Redevelopment/Town Centre Urban Realm Improvement Scheme	Complete
DP 7 - Bolton Bus Stop Upgrades	Bus Stop Accessibility Upgrades/Bus Shelter Installations	Complete
Bolton DP5 - Manchester Road Gateway	Cycling and Walking Junction Improvement Scheme	Delivery
Salford Delivery Packages		
DP1 -Pendleton Junctions/Minor Schemes	Junction Improvement/Urban Realm Improvement Scheme	Complete
DP 5 - Salford Bus Stop Upgrades	Bus Stop Accessibility Upgrades/Bus Shelter Installations	Complete
DP2 – Swinton town centre	Junction Improvement Scheme	Design
DP3 - Irlam o'th Heights/A666 Bus Priority	Junction Improvement/Bus Lane scheme	Delivery
DP4 - Pendleton Town Centre	Town Centre Urban Realm Improvement Scheme	Delivery
DP 6 – Madams Wood Road, Little Hulton	Bus Priority Traffic Calming Measures scheme	Full Approval
DP 7 – A580 Junctions	Junction Improvement Scheme	Design
DP 8 – Walkden Rail Station Park & Ride	Park & Ride scheme	Design
Programme Delivery Packages		
PDP1 - SCOOT/MOVA	Traffic signal capacity upgrades	Full Approval
PDP2 - SCOOT Bus Priority	Traffic signal bus priority upgrades	Delivery

4.24 These SBNI delivery packages are being delivered through a phased approval and delivery approach under the Growth Deal Minor Scheme Governance arrangements, as previously agreed.

4.25 Expenditure approvals for the next SBNI delivery packages, scheduled to start on site this financial year, are included at Section 7 of this report

SBNI MINOR WORKS UPDATE

- 4.26 In line with Growth Deal Minor Works Governance procedures TfGM has progressed SBNI Minor Schemes below £0.5 million in value through the Minor Works Governance Process. A summary of the schemes, approval dates and delivery timescales is set out in the table below.

Delivery Package	Scope	Value	TSG Approval	Start Date	Completion Date
Salford DP6 (Madams Wood Road)	Park & Ride Facility	£0.209 million	July 2020	Autumn 2020	Autumn 2020
Programme DP1 (SCOOT/MOVA)	Traffic signal capacity upgrades	£0.413 million	July 2020	Autumn 2020	Winter 2020
Programme DP2 (SCOOT BP)	Traffic signal bus priority upgrades	£0.178 million	February 2020	Spring 2020	Spring 2021

Metrolink Service Improvement Package

- 4.27 Following the granting of Full Approval for this package of works in summer 2014, all of the trams came into operational use in October 2016. With regards to the supporting infrastructure works associated with this package of improvements, the new wheel lathe has been installed in the Trafford depot and the new substations are operational. Work to install a new turn back at Sale is scheduled to take place in spring 2021.

A5063 Trafford Road Improvements

- 4.28 The scheme was granted Full Approval and funding in June 2020, in line with the agreed Growth Deal governance arrangements.
- 4.29 Salford City Council (SCC) commenced an advance enabling works package in January 2020. This comprises advance utility diversion works, removal of vegetation and brick planters in the central reserve and the installation / relocation of CCTV cameras, lighting columns and site clearance. The advance works will shorten, and de-risk the main contract by diverting the majority of statutory services before the main operations commence.
- 4.30 Salford Council awarded the main contract for the works in July 2020, with works scheduled to start later this year following on from the enabling works contract.

Carrington Relief Road (Spur Extension)

- 4.31 The scheme was granted Conditional Approval in January 2020. The new road infrastructure is intended to relieve congestion on the A6144, the principal road serving the communities of Carrington and Partington and connecting to Sale and the M60 motorway, to enable further development to take place. Trafford Council is working with private sector partners to deliver these improvements as part of a wider scheme.

Oldham Town Centre Regeneration and Connectivity

- 4.32 Oldham Council has developed the programme for this Growth Deal 3 scheme and the Conditional Approval Business Case is currently being undergoing a review by the GRP panel. The programme is made up of a series of minor highway and public realm enhancement projects, each with a value of less than £5 million. These projects will be delivered through a phased approval and delivery approach under the Growth Deal Minor Scheme Governance arrangements, as previously agreed, and in line with the approach adopted for Salford Bolton Network Improvement programme.
- 4.33 Expenditure approval for works to start on the first phase of the scheme is included at Section 7 of this report, and subject to all appropriate approvals works are scheduled to start in the Autumn

5. TRANSPORT MAJOR SCHEMES – FINANCIAL UPDATE

- 5.1 Claims for the reimbursement of expended costs from scheme promoters are being processed on an ongoing basis, in line with the agreed Major Schemes Capital Programme Guidance.
- 5.2 The previously approved arrangements for the cash flow of development work by scheme promoters are being kept under regular review and the quarterly Capital Expenditure Updates to the GMCA provide ongoing expenditure information in relation to these costs.
- 5.3 The monitoring of the financial position on the Growth Deal programme which takes places on an ongoing basis has identified a number of schemes with projected potential savings or overruns against the original budget. As the GMCA's Local Growth Deal budget is fixed, the ultimate cost risk is borne by the relevant scheme promoter, which is either GMCA, for TfGM promoted schemes, or the relevant Local Authority. The agreed arrangements for dealing with these savings and cost overruns are being progressed, as set out in previous reports.
- 5.4 Work has continued with scheme promoters to ensure schedules and financial forecasts are regularly reviewed, and that challenges are identified and mitigated and the Major scheme programme is forecast to fully spend the remaining grant within the Growth Deal funding period to 31 March 2021.

6. ADDITIONAL PRIORITIES AND MINOR WORKS

- 6.1 The Growth Deal 1, 2 and 3 Minor Works initiatives are being delivered by the 10 GM Local Authorities and the Growth Deal “Additional Priorities” initiatives are being delivered by TfGM.
- 6.2 The Minor Works programme is a package of 59 highways, public realm, cycling, walking and associated measures; with the identified interventions being very much focused on supporting economic growth. The Additional Priorities programme of 15 initiatives focuses on rail, bus and Metrolink passenger improvements, multi-modal ticketing and highways (SCOOT / MOVA) enhancements.
- 6.3 Significant progress has been made in taking forward the Minor Works programme. In relation to GD1, GD2 and GD3 Local Authority Minor Works, since the last update report in March 2020, a further 5 mini-business cases have been submitted for review and approved by TSG. This means that 50 of the 59 Minor Works schemes now have an approved mini business case. TfGM will continue to work with scheme promoters with a view to securing TSG approval of the remaining mini-business cases at the earliest opportunity. In addition a further 2 SBNI Major scheme phased approvals have been secured through the mini-business case review process since the last report in March 2020.
- 6.4 As previously reported, the focus of the TfGM-sponsored “Additional Priority” initiatives are centred around Rail / Metrolink passenger improvements, multi-modal ticketing, bus passenger facilities and highways key route network resilience.
- 6.5 A number of “Additional Priority” initiatives, in particular those related to Metrolink and Rail, have progressed to delivery stage. Full Funding Approval for a 12 out of 15 “Additional Priorities” schemes have been achieved. The remaining schemes are currently in development and progressing well.
- 6.6 The Additional priorities and Minor Works programme is forecast to fully spend the remaining grant within the Growth Deal funding period to 31 March 2021.

7. EXPENDITURE APPROVALS 2020/21 – SBNI AND OLDHAM TOWN CENTRE REGENERATION

- 7.1 The SBNI and Oldham Town Centre Regeneration Major schemes are being delivered through a phased package approach, with Full Approvals being managed through the Minor works mini business case process as previously approved by GMCA. Each of the work packages is below £5 million and expenditure approvals required for works commencing in the current financial year are set out in the following sections of this report.

Bolton DP 5 (Manchester Road Gateway) - Phase 3

- 7.2 Bolton DP 5 is a series of junction upgrades in close proximity to Bolton town centre. The scheme involves the implementation of two Cycle Optimised Protected Signals (CYCLOPS) junctions at the Manchester Road/Bradshawgate/Trinity Street and Newport Street/Trinity Street junction with full segregation for cyclists and pedestrians. The scheme also includes capacity improvements at the adjacent St Peter's Way/Bridgeman Place and Bury Road/Crompton Way junctions.
- 7.3 The table below details the phases which are included in Bolton DP 5 along with forecast delivery dates. Furthermore, as tender prices are received from the Bolton Council's Highway Framework, and are time limited, it is not possible to tender all of the works at this stage.

Intervention	Forecast Delivery Dates
Phase 1: Crompton Way	Feb 2020 – May 2020 (works complete)
Phase 2: Newport Street	May 2020 – Summer 2021
Phase 3: St Peter's Way	Autumn 2020 – Summer 2021
Phase 4: Bradshawgate	Spring 2021 – Spring 2022

- 7.4 Phase 3 of Bolton DP5 consists of a junction upgrade scheme at the St Peter's Way/Bridgeman Place junction. The works at the junction comprises of new traffic signal infrastructure, pedestrian facilities and segregated cycle lanes. The design for the scheme has been developed in consultation with the TfGM Cycling & Walking Team and subject to a Streets for All check in order to ensure that the final scheme layout meets relevant safety and quality criteria in respect of footway and carriageway lane widths.
- 7.5 The Business Case for Bolton DP 5 was approved as part of the aforementioned Full Approval process for the scheme. The Business Case review included consideration of legal, risk, financial (both capital and revenue) and strategic fit consequences.
- 7.6 The proposals have progressed through the necessary endorsement / approval process, as provided for by the agreed GM Local Growth Deal governance arrangements.
- 7.7 Following the conclusion of the approvals process it is intended that a contractor is appointed for the Bolton DP5 Phase 3 St Peter's Way junction scheme by Bolton Council in October 2020, with works at this junction expected to be completed in summer 2021.
- 7.8 The remaining works to be delivered as part of Bolton DP 5 are anticipated to be completed in spring 2022, following the completion of detailed design and procurement activities currently being progressed.

- 7.9 A thorough review of the cost plan for the DP5 was undertaken as part of the Business Case Governance review process. It was concluded that the cost plan is robust and that the project, including an appropriate allowance for risk and contingency, is affordable within the overall scheme budget.
- 7.10 Taking into account the tender price for the Bolton DP 5 Phase 3 St Peter’s Way/Bridgeman Place junction, the total cost of the scheme is anticipated to be £2.065 million. A summary of the overall scheme costs, funding released to date and funding required to deliver the initial DP5 scheme are set out in table below.

	Bolton DP 5 Scheme Budget £’000	Funding Released for St Peter’s Way to Conditional Approval £’000	Funding requested for delivery of St Peter’s Way Scheme £’000
SBNI – Bolton Delivery Package 5 (Manchester Road Gateway)	7,637	246	1,819

- 7.11 Expenditure approval of £1.819 million is requested to enable delivery of the Bolton DP 5 (Phase 3) St Peter’s Way scheme, as set out at recommendation 4 to this report.
- 7.12 The total drawdown for DP5 to date is £3.860 million which covers scheme development costs for all delivery phases and the delivery budget for Phase 1 (Bury Road/Crompton Way) and Phase 2 (Newport Street). Subsequent to the £1.819 million draw down request for the delivery of the Phase 3 (St Peters Way) scheme identified in the table above, there is £1.958 million remaining DP 5 budget to be drawn down for the remaining delivery phase.

Expenditure approvals – SBNI remaining delivery packages for 2020/21

- 7.13 The table overleaf sets out the remaining expenditure approvals required SBNI delivery packages scheduled to start on site in the 2020/21 financial year.

Bolton Delivery Packages	Scope	Expenditure approval requested £'000
Bolton DP 5 - Phase 4 Bradshawgate	Cycling and Walking Junction Improvement Scheme	1,958
Salford Delivery Packages		
DP2 – Swinton town centre	Junction Improvement Scheme	2,341
DP 7 – A580 Junctions	Junction Improvement Scheme	1,125
DP 8 – Walkden Rail Station Park & Ride	Park & Ride scheme	612
TOTAL		6,036

7.14 Expenditure approval as set out in the table above and not exceeding £6.036 million is requested, subject to agreed Growth Deal governance, to enable delivery of the remaining 2020/21 SBNI work packages as set out at recommendation 5 to this report.

Expenditure approval – Oldham Town Centre Regeneration 2020/21

7.15 The Oldham Town Centre Regeneration scheme has the following key objectives:

- Facilitate development and the regeneration of Oldham Town Centre;
- Improve the attractiveness of the town centre for pedestrians and cyclists; and
- Maintain the integrity of the highway network within and around the town centre.

7.16 The scheme is currently undergoing a Conditional Approval Business case GRP review, with final approvals being progressed through the Growth Deal Minor Scheme Governance arrangements, as previously agreed. The first package of work has been fully designed and is scheduled to start on site in the Autumn, subject to the appropriate approvals.

7.17 This first package of works includes Retiro Street Improvements and Hunters Lane Improvements (including public realm improvement, pedestrian crossing improvements, and footway and carriageway resurfacing) and the introduction of new traffic signal junction at Waterloo Street / Rhodes Bank incorporating Toucan pedestrian and cycle crossing facilities.

7.18 Expenditure approval not exceeding £1.355 million is requested, subject to agreed Growth Deal governance, to enable delivery of the Retiro Street, Hunters Lane, Waterloo Street / Rhodes Bank works package this financial year as set out at recommendation 6 to this report.

8. NON TRANSPORT UPDATE

- 8.1 GMCA's Skills Capital 2017-2020 Programme has now completed its third and final round of commissioning, with approvals for the final round being provided at the 31st July 2020 GMCA meeting. The £79 million programme has now been allocated to 14 FE Capital projects, 7 of which have now been completed, 7 are in delivery. All projects are expected to have completed or made significant progress by March 2021 and we have an established programme monitoring function in place to monitor the agreed outputs of our investments for the next 3-5 years. Skills Capital delivery highlights to date include completion of an Advanced Skills Centre for Tameside College located within the Tameside one shared service centre, which was shortlisted for the GM Chamber of Commerce Building of the Year award in 2019. The creation of Future Skills 3, Salford City College based at Media City. Refurbishment of Wigan & Leigh College Pagefield and Leigh campus to create centres of excellence in Engineering, Construction, Digital and Creative. Tameside College Construction centre, The Manchester College City Centre Campus Digital & Creative centre and Oldham Colleges Construction centres are all in delivery and making good progress for 2021/22 openings.
- 8.2 Economic Development & Regeneration (ED & R) Projects includes a portfolio of 13 varied projects such as University Capital projects, Life sciences, Productivity Programme, Cyber Innovation Hub, housing and commercial business investment. All of these projects will attract significant match funding and create jobs and growth in the region. All Projects are now contractually committed and expected to complete or make significant progress by March 21.
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- 8.4 Monitoring of the LGF non transport projects is ongoing with 2021 being a key year for completion of some major capital projects.

9. RECOMMENDATIONS

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

Eamonn Boylan

Chief Executive Officer, GMCA & TfGM