

GREATER MANCHESTER LOCAL ENTERPRISE PARTNERSHIP

DATE: Tuesday, 20 April 2021
TIME: 4.30 - 5.30 pm
PLACE: Microsoft Teams Live Event

AGENDA

Item	Pages
1. Welcome, Apologies & Introductions - Lou Cordwell	
2. Declarations of Interest -	
3. Minutes of Meeting of 18th March 2021 -	1 - 6
4. GM Inequalities Commission Update - Vanda Murray	7 - 68
5. Living with Covid - 1 Year Plan Update - Andy Burnham	69 - 100
6. Board Member Feedback on Meetings Attended - All	
7. Local Growth Fund Update - Eamonn Boylan	101 - 112
8. GM Economic Dashboard - Simon Nokes	
9. Business Productivity & Inclusive Growth Programme - Mark Hughes	113 - 136

10. Growth Company Business Support Update -

Mark Hughes

11. Suggestions for Future Agenda Items -

All

Agenda Contact Officer:

Lee Teasdale

Governance and Scrutiny

Greater Manchester Combined Authority

07973 875471

Lee.Teasdale@greatermanchester-ca.gov.uk

**NOTES FROM THE GREATER MANCHESTER LOCAL ENTERPRISE PARTNERSHIP BOARD
HELD AT 16:20 ON THURSDAY 18 MARCH 2021 VIA MICROSOFT TEAMS LIVE EVENTS**

Board Members:

Lou Cordwell (In the Chair)

David Birch, Mike Blackburn, Amanda Halford, Mo Isap, Vanda Murray, Chris Oglesby, Nancy Rothwell, Cllr Brenda Warrington & Cllr Elise Wilson.

Advisors:

Eamonn Boylan (GMCA), David Rogerson (GMCA), Lee Teasdale (GMCA), Steve Wilson (GMCA), John Wrathmell (GMCA), Simon Donahue (Marketing Manchester), Mark Hughes (The Growth Company), Leila Mottahedeh (Cities & Local Growth Unit), Rebecca Drakeford (GMCA), Maria Gonzalez (GMCA), Stephen Heales (GMCA) and Oscar Lynch (GMCA).

GM LEP/21/13 WELCOME, APOLOGIES & INTRODUCTIONS

The Chair welcomed all present to the meeting.

Apologies were received from GM LEP Members Andy Burnham, Sir Richard Leese, Lorna Fitzsimons, Richard Topliss and Juergen Maier. Apologies were also received from Simon Nokes.

GM LEP/21/14 DECLARATIONS OF INTEREST

In relation to Items 10 & 11 – Mike Blackburn, Vanda Murray and Cllr Elise Wilson advised that they were board member of The Growth Company.

GM LEP/21/15 NOTES FROM 24 FEBRUARY 2021 AND APPROVAL OF DECISIONS

The February 2021 meeting of the Partnership had been inquorate. Members were therefore asked to approve the decisions that could not be taken at that meeting.

RESOLVED: /

1. That the LEP approves the allocation of the 2021/22 LEP Core Funding.
2. That the LEP grants delegated authority to the Local Authority and TfGM / GMCA Chief Executives to, where necessary, vary individual scheme allocations

for the Growth Deal programmes, in order to optimise LGF/Growth Deal grant expenditure by 31 March 2021

STRATEGY

GM LEP/21/16 BUDGET DISCUSSION

- The Partnership was provided with an overview of the relevant outcomes arising from the Government's 2021 budget. Key issues included the overall economic forecast being better than it had been in the autumn; the extension of Covid-19 support measures beyond the projected government restrictions roadmap; and planned increases in corporation and income tax.
- Announcements of specific interest to GM included the capacity funding to the CA for intracity transport settlements; new Towns Fund allocations for Bolton, Cheadle and Rochdale; and the announcement of successful Freeport bids for the Liverpool City Region (benefitting GM through links to Port Salford) and East Midlands Airport (owned by the MAG Group). There would also be significant focus around the announcements of the Levelling Up Fund and the Community Renewal Fund – CA officers were in the process of establishing exactly how these would operate in practice.

Comments and Questions

- Members noted that the Government's Plan for Growth had included a specific reference to "every region of the nation having at least one globally competitive city at its heart" – it was considered that this still played into a narrative of the Government seeing city regions as an important tool. Did officers agree? It was felt that some elements pointed in a different direction, and whilst the political priorities of the Government were clear, debate remained about the economic growth theory would fit around that.

RESOLVED:/

1. That the update on the 2021 Budget outcomes be received by the LEP.

GOVERNANCE

GM LEP/21/17 BOARD MEMBER FEEDBACK ON MEETINGS ATTENDED

- Members provided updates on key meetings recently attended. A meeting of particular note was with UKRI on Innovation GM which had received very positive feedback. Further information would be provided in Item 21/19.

RESOLVED:/

1. That the Board Member feedback on meetings attended be noted.

PERFORMANCE

GM LEP/21/18 GM ECONOMIC DASHBOARD

- Members were advised that the latest update to the Economic Dashboard had been uploaded on 18/03.

RESOLVED:/

1. That the updated GM Economic Dashboard be noted.

GM LEP/21/19 INNOVATION GM UPDATE

- An update was provided on the plans to create a place-based partnership, that would be led by businesses and entrepreneurs to build upon GM's existing R&D assets and local delivery capacity, to drive innovation-led growth across all of the city region's diverse towns and cities.
- LEP Members were asked to agree to set of principles to be adopted in identifying a Chair and Board membership to take Innovation GM forward.
- Alongside beginning to identify appropriate leadership and structures, it was proposed IGM works with MIDAS, Marketing Manchester, and other stakeholders on a press release in March 2020 that outlined the Innovation GM vision, as well as a launch event in June 2021, to align with the wider re-opening of the economy and society.
- Members stated that adding a point around shared values to the principles of Innovation GM would be welcomed.
- It was asked whether there were any other places doing work like this that could be used for learning purposes. It was stated that from conversations with government that no other regions were taking such an innovative approach at the current time. Innovation GM was being developed as a pilot that could in time be rolled out into other places.
- Members then asked if successful innovation projects outside of the UK had been used for benchmarking. It was advised that the Industrial Strategy Council had undertaken research of six worldwide regions that had done this really well.

RESOLVED:/

1. That the progress made on building the case for an innovation deal with government be noted by the LEP.
2. That the LEP welcomes the suggested principles for a permanent chair and wider members of a future Innovation GM Board
3. That the need for shared values be added to the suggested principles
4. That the LEP welcomes the proposal for an Innovation GM press release in March 2021, followed by a proposed launch event in June 2021.

GM LEP/21/20 GM INTERNATIONAL STRATEGY IMPLEMENTATION PLAN

- The report introduced the GM International Strategy Implementation, the work undertaken in drafting it and the key milestones and next steps over the strategy's one year period.
- The plan had been designed to exactly reflect the priorities of the CA; LEP; the Industrial Strategy; the universities; airport and other business bodies in the region.
- 46 strategic priorities were now tied into the plan – with 92 distinct actions to be monitored on a regular basis.

RESOLVED:/

1. That the LEP notes the GM International Strategy Implementation Plan.

GM LEP/21/21 3 YEAR INTERNATIONAL AND MARKETING PLAN

- The report provided a programme overview and outcomes for GMCA Business Rates 3-year funding of the Growth Company's Place Promotion and Investment/Tourist attraction activity via MIDAS and Marketing Manchester (MM) services.
- It was stated that GM would be one of the first places in Europe to really bring sustainability and inclusivity objectives into this agenda.
- It was agreed that officers and Members would work together to ensure that Innovation GM would be joined up with the International Strategy through the economic vision action.

RESOLVED:/

1. That the LEP notes the 3 Year International and Marketing Plan.
2. That the LEP endorses the programme and outcomes.

GM LEP/21/22 GC BUSINESS SUPPORT, INTERNATIONAL & MARKETING UPDATE

- An update was provided on the business situation in Greater Manchester and how, in response, The Growth Company (GC) was providing support to GM's economy. The report focuses on GC's Growth Hub, Business Finance, Marketing Manchester and MIDAS services and on new initiatives or significant changes, rather than reporting on all components of GC's support since Covid-19 impacts commenced.
- Highlights from client feedback included the continuing trend that whilst some parts of the economy remained in significantly strained positions, other parts were continuing to thrive to a point that some dramatic pinch points were now being seen in the labour market.
- It was estimated that the GM exclusive Bounce Bank Loan activity for companies who could not get access to bank loans will have assisted around 200 companies/700 jobs to access £5m in support.
- Innov8 business support activities were being relaunched.
- Marketing Manchester were undertaking an immense amount of work with companies on the route map for reopening the economy.
- It was highlighted that there was a growing interest in GM from young and unknown tech start-up companies.

RESOLVED:/

1. That the LEP notes the GC Business Support, International and Marketing update.

Item 11 of the agenda (GC Business Plan 2021-22) contained confidential information and therefore the press and public were excluded from this section of the meeting

GM LEP/21/23 GC BUSINESS PLAN 2021-22

- The report presented the Growth Company Business Plan for the 2021/22 financial year, which had been approved by the GC Board.

RESOLVED:/

1. That the GC Business Plan 2021-22 be endorsed by the LEP.

GM LEP/21/24

SUGGESTIONS FOR FUTURE AGENDA ITEMS

- Members were asked to feedback to officers with any suggestions for future agenda items.
- Thanks and well wishes were expressed to Members Mo Isap; David Birch and Juergen Maier who would be departing the LEP following the meeting. Members commented on the valuable experience they had brought to the LEP and wider GM during their membership.

Meeting closed at: 17:20

The next meeting of the Board would take place on Tuesday 20th April 2021

DRAFT



GM LOCAL ENTERPRISE PARTNERSHIP BOARD

SUBJECT: Greater Manchester Independent Inequalities Commission Report

DATE: 20th April 2021

FROM: Vanda Murray, GM LEP Diversity Champion

PURPOSE OF REPORT

This report provides an update on the Greater Manchester Independent Inequalities Commission report published on 26th March which responds to long term systemic inequality issues present in Greater Manchester. It summarises the background and recommendations of the report and highlights how this could inform further development of the LEP's priority of Diversity and Inclusion.

RECOMMENDATIONS

The LEP Board is asked to:

- Note the report and provide any feedback on the proposed way forward

EQUALITIES IMPLICATIONS

The GM Independent Inequalities Commission seeks to respond to equalities issues present in Greater Manchester. It developed a detailed evidence base, explored the intersectionalities between equalities characteristics and issues such as health, education, employment, housing and poverty, before making a number of recommendations aimed at tackling systemic discrimination and addressing inequalities between communities.

CLIMATE CHANGE IMPACT ASSESSMENT AND MITIGATION MEASURES

The work of the Commission will enable the view and representations of members of GM society into the design and delivery of relevant policy and activity, including access to green spaces, sustainable transport options, alternative working models and maintaining and supporting ongoing environmental improvements.

CONTACT OFFICERS:

John Wrathmell, GMCA Director of Strategy, Research and Economy
John.wrathmell@greatermanchester-ca.gov.uk

Anne Lythgoe, GMCA Strategy Principal
Anne-lythgoe@greatermanchester-ca.gov.uk

1. INTRODUCTION

- 1.1 The Greater Manchester Independent Inequalities Commission reported on 26th March. The attached slide pack sets out the background the Commission, their analysis and findings, and the recommendations they have made.
- 1.2 This paper sets out the likely next steps on the Commission's work and links to the work of the LEP.

2. THE LEP's ECONOMIC VISION & COMMISSION RECOMMENDATIONS

- 2.1 The LEP champions the GM Economic Vision which was launched in Autumn 2020 and represents a bold vision to remodel the city-region's economy through a range of long-term initiatives to help businesses innovate more effectively and become more productive, creating a greener and more resilient economy.
- 2.2 The plan sets out the sort of Greater Manchester we want to help create and includes a commitment to tackle inequalities, embrace diversity and balance profit with people and sustainability to support productive, job rich, fair employment.
- 2.3 This approach reflects the principles highlighted in the Greater Manchester Independent Inequalities Commission report and a number of its key recommendations.
- 2.4 The Commission made 17 recommendations, across 5 areas
 - **An Essential Pivot** – putting wellbeing and equality goals at the heart of the Greater Manchester Strategy and aligning resources, portfolios and performance measures around these goals.
 - **People Power** – the Commission calls for more power to be put in the hands of local people, for example to influence public policy, to advance equalities and community ownership of facilities and businesses. Recommendations include the establishment of an independent GM Anti-discrimination body that works with the GM Equality Panels to tackle breaches of the Equality Act.
 - **Good Jobs, Decent Pay** – expanding the Good Employment Charter, including through procurement and commissioning processes, and setting up 'GM Works' to create good jobs, upskill and reskill people to take up these jobs and provide apprenticeships and 6-month Job Guarantees for disadvantaged groups in key sectors. The Commission also proposes an ambitious target for every employer in Greater Manchester to pay the living wage and offer living hours by 2030.
 - **Building Wealth** – actions which work to maximise community wealth and businesses that generate social impact, provide good employment and put ownership in the hands of employees and communities. Recommendations include a Community Investment Platform to tap into local savings, unlock community investment and build-up assets to share wealth.

- **Services for a Good Life** - move towards universal basic services in which education, health, childcare, adult social care, housing, transport and digital connectivity are provided to all. Recommendations include amplifying the Greater Manchester Model of integrated public services in 10 pathfinder deprived neighbourhoods and piloting an income guarantee.

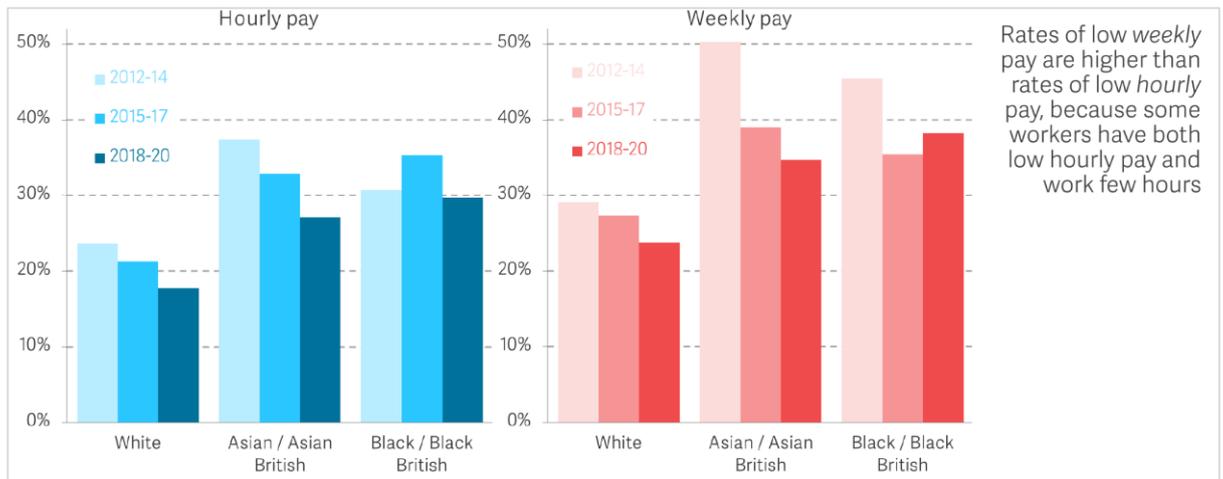
2.5 The recommendations themselves are set out in the attached slides.

2.6 The Commission has called for the creation of a GM Anchor Action Network of organisations who will use their spending, investment and soft power to drive social value, support disadvantaged groups and create good, secure, living wage jobs. This might include larger organisations rooted in Greater Manchester who might take a leadership role on this agenda and have connections with the Local Enterprise Partnership. The recommendation to set a target for every employer in Greater Manchester to pay the living wage and offer living hours by 2030 could also build on the Good Employment Charter, link conditions to access to public goods, services and contracts and require support for businesses in low paid sectors to get there.

2.7 The research and evidence base which was compiled for the Commission provides some insights on diversity and inclusion in the private sector and the starting point for developing a wider assessment and understanding. In particular, the Commission's analysis has shown a range of employment inequalities. Ethnic minority employment in GM is already disproportionately low, with an employment rate of 63% (year to June 2020), compared to 76% for those from a White background. Similarly, the employment rate for working-age residents in GM with a disability was 52% (year to June 2020), compared to 80% for those without a disability. Nearly 40% of GM's self-employed are aged over 50, and women, young people and people from ethnic minorities tend to be over-represented in sectors like hospitality, which have been disproportionately affected by lockdown; and in key worker roles like care and retail, which present higher risks of contracting Covid.

2.8 Figure 1 shows ethnic inequalities in low pay for employees in Greater Manchester (hourly pay in blue, weekly pay in red), and was provided for the Commission by the Resolution Foundation from its recent [research](#) on low pay. Although there has been some reduction in low pay over the period charted (largely down to the introduction of the National Living Wage), this has benefited Black and Black British workers less than others.

Figure 1: Proportion in low pay, Greater Manchester



Source: [Low Pay Britain 2020 • Resolution Foundation](#)

3. NEXT STEPS

- 3.1 The Commission reported just before the pre-election period. The issues which they highlight could be raised during the local election campaign and in commitments made by candidates.
- 3.2 Following the elections, a refresh of the Greater Manchester Strategy is planned, updating the version published in 2017. The findings of the Commission will form part of the work updating the Strategy, informing the priorities and approach agreed through the refresh.
- 3.3 The LEP will be involved in the Strategy refresh, as in 2017, with a key role to play in developing and agreement priorities across a range of areas. One of those is likely to be the role which businesses can play in tackling inequalities, both within businesses and across the wider economy and society of Greater Manchester.
- 3.4 As set out in the Diversity and Inclusion update to the Board in October 2020, the diversity and inclusivity of Greater Manchester's businesses is one of the LEP's priorities and can directly inform the refresh of the Greater Manchester Strategy. Over the coming months the intention is to:
 - Build on the existing research (including the Independent Inequalities Commission report) to better understand the level of diversity in the private sector and any barriers to inclusion.
 - As part of the expansion of the Good Employment Charter, agreed in the Living with Covid Plan, working with the Charter Board to improve diversity and inclusion through the characteristics of good employment they have developed – particularly recruitment, engagement and voice, people management, and a better understanding of pay differentials.

- Set ambitions for improving diversity in businesses across other dimensions (e.g. ensuring that company boards reflect the communities they serve) through the process of setting new outcomes and goals for the Greater Manchester Strategy.
- Prioritise actions within the GM Economic Vision such as the creation a new generation of leaders and managers through a world leading programme of Female Entrepreneurship and significantly increasing the number of female leaders and those from diverse backgrounds.
- Explore how the LEP can use its position to showcase the latest thinking in equalities within business, highlighting best practice and leading voices in this area. This could include hosting a roundtable event, bringing together business, academia and partners to explore key topics and help shape the actions needed to realise greater diversity in the private sector.

The Next Level: Good Lives for All in Greater Manchester

Page 15
The report of
The Greater Manchester
Independent Inequalities
Commission



This is the time... And this is the place

Purpose of this slide deck

- These slides summarise the full report of the Greater Manchester Independent Inequalities Commission, which was published on 26th March 2021
- The opinions expressed are the views of the Commission as stated in the report
- The slide deck is intended to be used to facilitate discussions about the Commission's report
- It can be used as a whole document or in part
- The final slides contain next step actions for GM, discussion points and questions

Introduction

Background to the Commission

- Established in autumn of 2020, report published in March of 2021
- Deep dive, rapid research into the **structural inequalities** which exist in Greater Manchester
- Commission acting as an **independent ‘critical friend’** for Greater Manchester, be challenging and radical
- Engaged across communities, public and business stakeholders, carrying out research, and gathering ideas – inequalities associated with health, education, employment and skills; structural racism; future economic strategy, and the powers that GM has to tackle these issues
- Reported back with recommendations that are **hard-hitting and practical, to enable positive change**

The members of the Commission



The Greater Manchester Independent Inequalities Commission

Chair: Kate Pickett

Professor of Epidemiology, Deputy Director of the Centre for Future Health and Associate Director of the Leverhulme Centre for Anthropocene Biodiversity, at the University of York



Saeed Atcha MBE DL
CEO of Youth Leads UK, Deputy Lieutenant of Greater Manchester and UK Social Mobility Commissioner



Miatta Fahnbulleh
Chief Executive of the New Economics Foundation



Ruth Lupton
Honorary Professor of Education, University of Manchester, and former Head of the Inclusive Growth Analysis Unit



Neil McInroy
CEO of the Centre for Local Economic Strategies

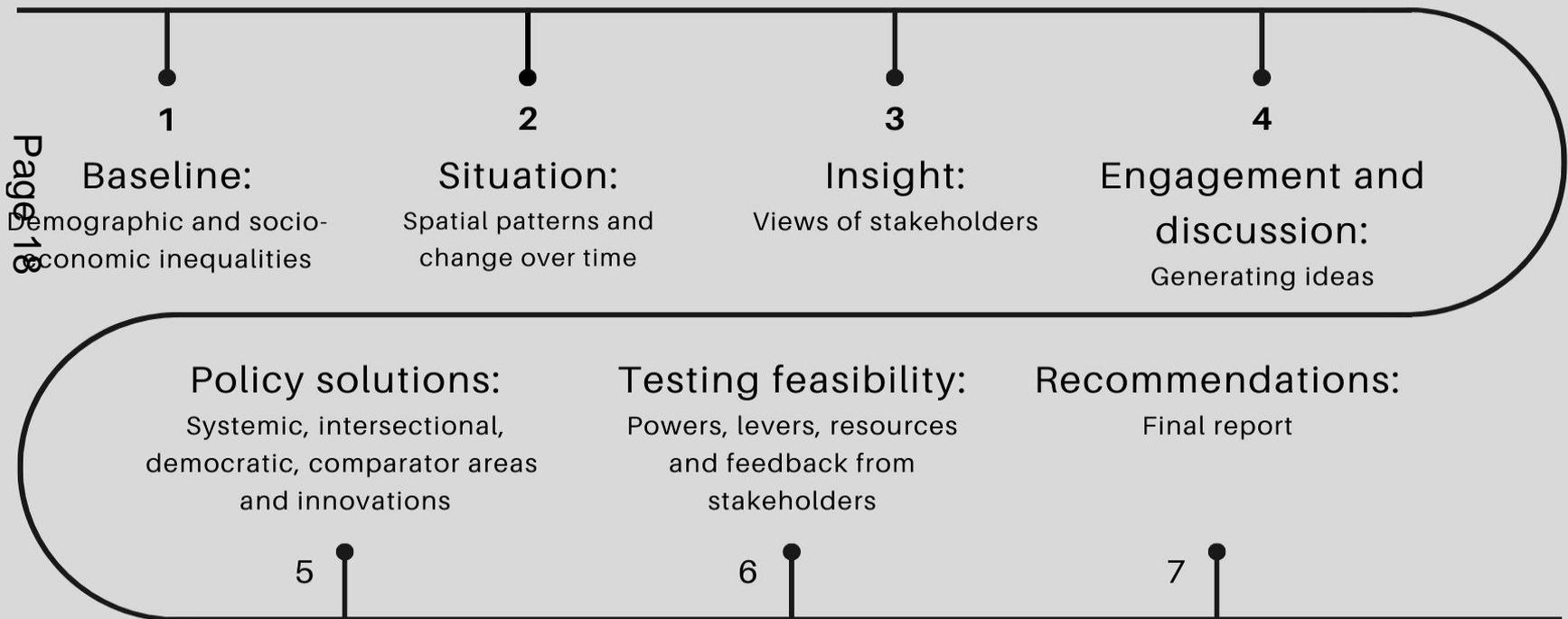


Andrew Westwood
Professor of Government Practice and Vice Dean Faculty of Humanities, University of Manchester and Associate Partner at Public First



Lord Simon Woolley
Director and founder of Operation Black Vote, and cross-bench Peer

Process



Framework for change used by the Commission

- Pivot the 'system' to prioritise wellbeing and reducing inequality
- Focus on ways of working
- Remove barriers that prevent people from living the lives they want
- Recognise, understand and tackle discrimination and structural racism
- Give power and voice to people
- Build community wealth and economic democracy
- Take a holistic, place based and people centred approach

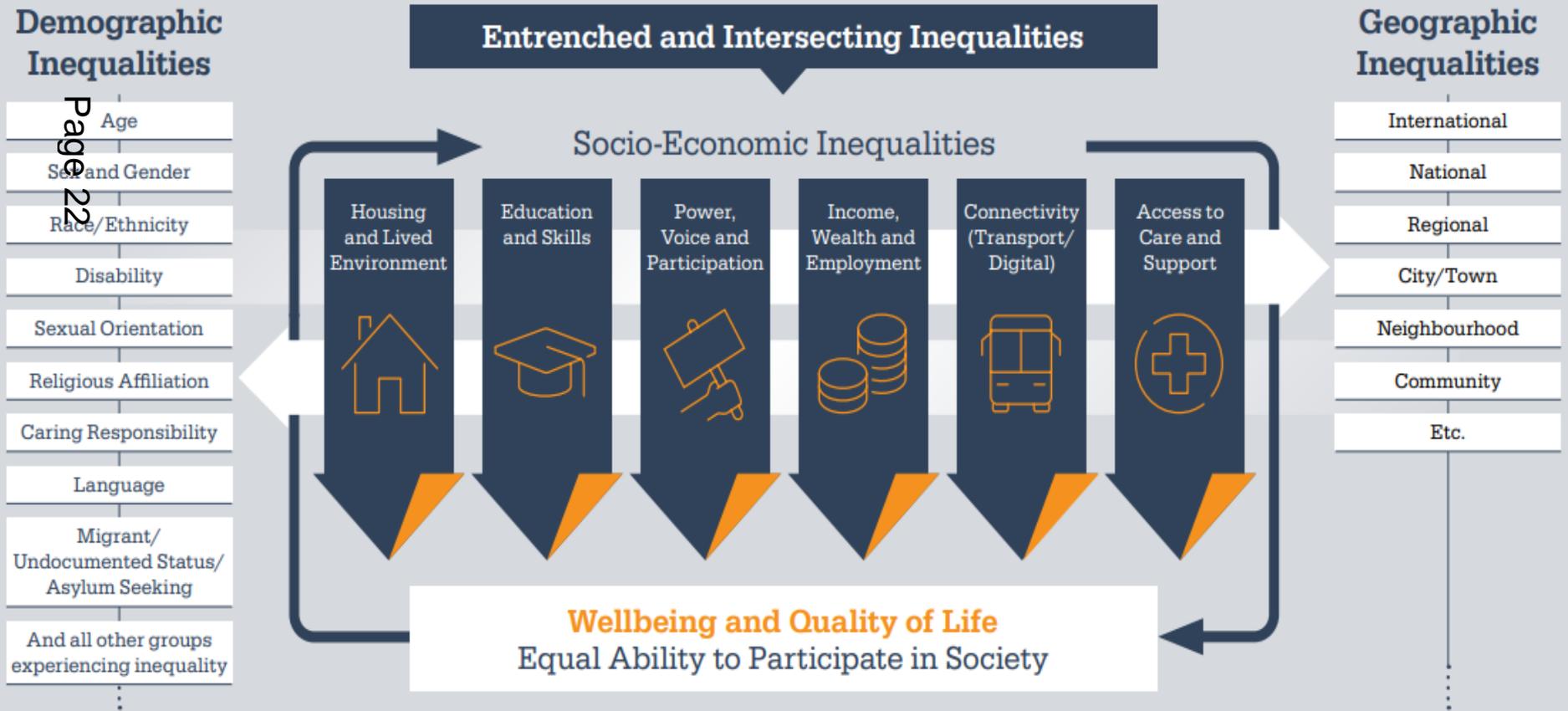
Inequalities

What do we mean by inequalities?

- Equality means each individual person or group of people has the **same resources or opportunities, or has an equal chance** to take up opportunities and fulfil their potential
- A **more equal society creates more equal outcomes** for people
- **Inequality** is where people experience differences in access to resources or opportunities, or life chances.
- There are **many kinds of inequalities**; inequalities between ethnic groups or between the sexes, or inequalities in people's education or access to good jobs. These may change over time and **interact** with each other

Interacting and intersecting inequalities

Greater Manchester Independent Inequalities Commission
Model of Interacting Inequalities

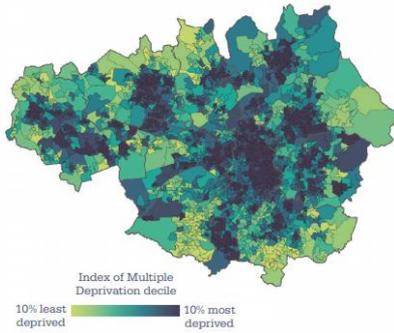


All inequalities matter

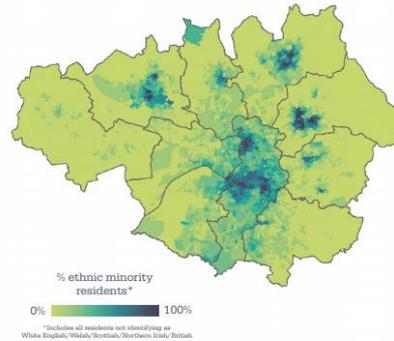
- The horizontal and vertical inequalities are so **interconnected** – doesn't make sense for one kind of inequality to matter more than another – **all inequalities matter**
- In GM we can see self-perpetuating cycles of inequality which **systematically disadvantage particular groups**
- Inequalities **affect people in different ways** and can be made worse by overlapping identities such as sex, race, migration status, class, gender reassignment, disability, age and sexual orientation....
- The Commission has looked at the causes of intersecting and interacting inequalities, not simply looking at issues in isolation (for example, health, poverty or digital connectivity), but seeking to understand the common drivers of **all** these inequalities.

How unequal is Greater Manchester?

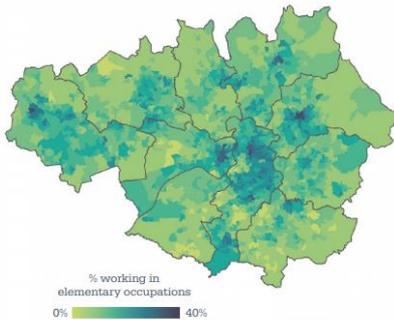
▶ Deprivation scores by tenths – the darker colours show the 10% most deprived communities in Greater Manchester²⁶



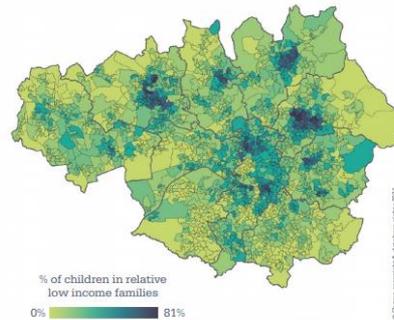
▶ People who are not of White ethnicity, with darker colours showing where communities of diversity are concentrated²⁷



▶ Elementary occupations requiring a minimum level of education for residents; again, the darker colours show where proportions are higher²⁸



▶ Children living in low-income families – the darker colours showing where the poorest families live²⁹



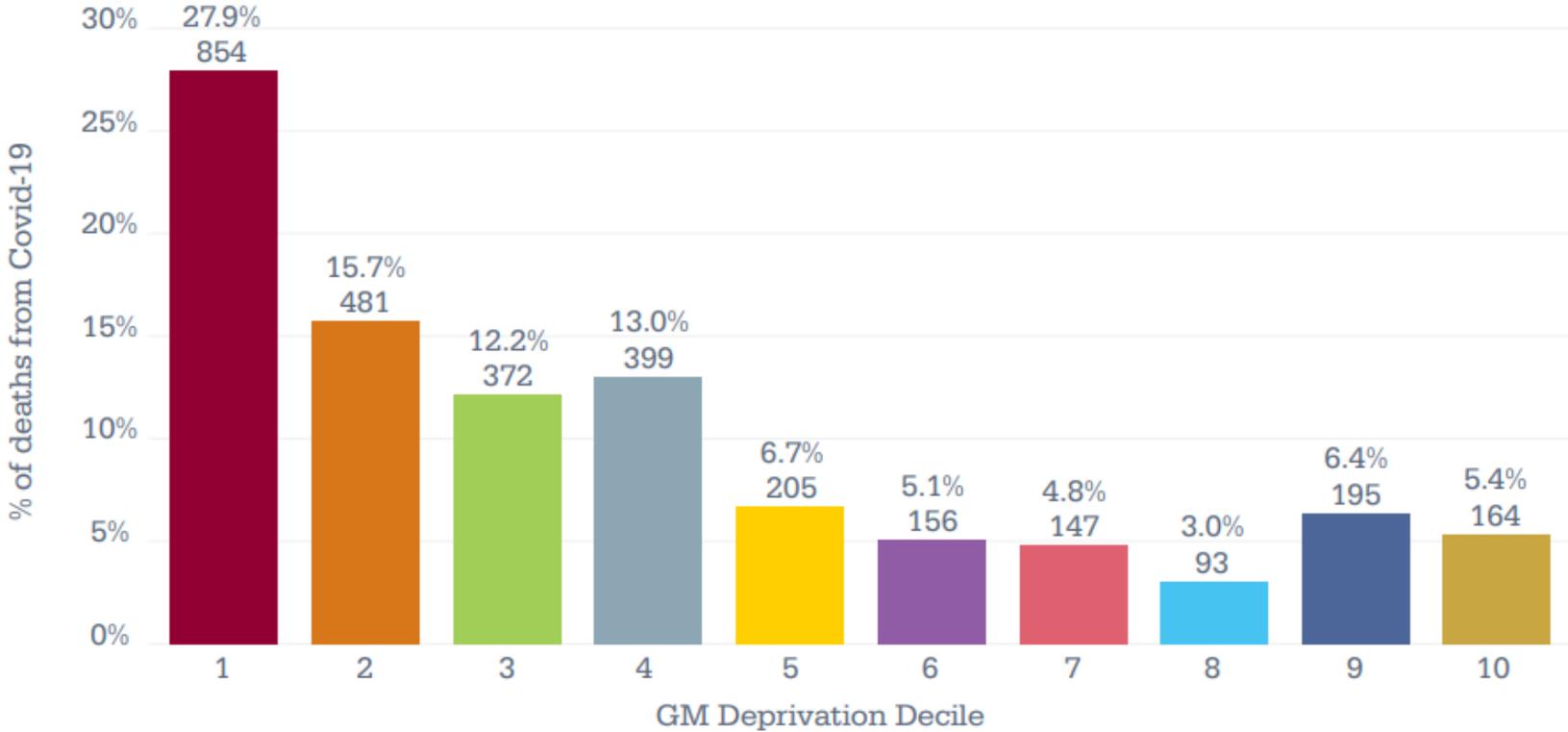
Greater Manchester has multiple and overlapping inequalities

These inequalities are nothing new: inequalities start young – and widen through the education system, low pay and poverty, and impact on people's health and wellbeing

© Crown copyright & database right 2021. OSN 100027229

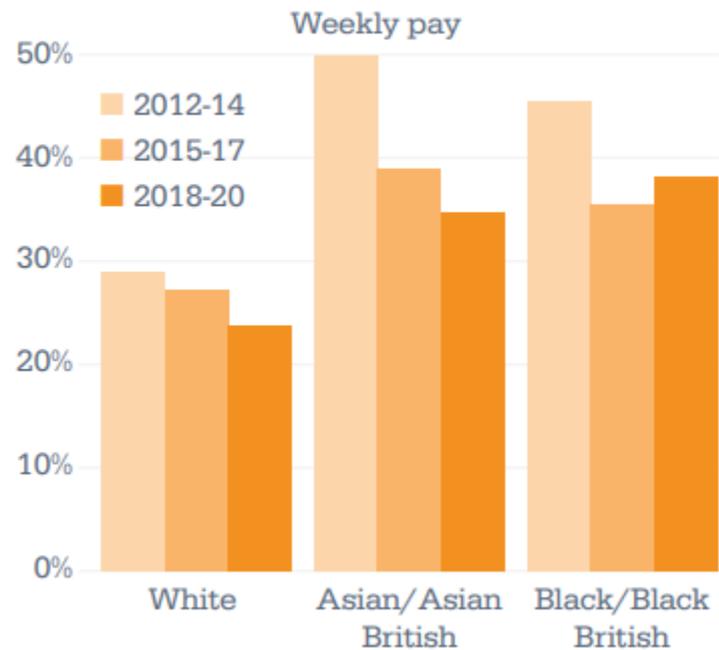
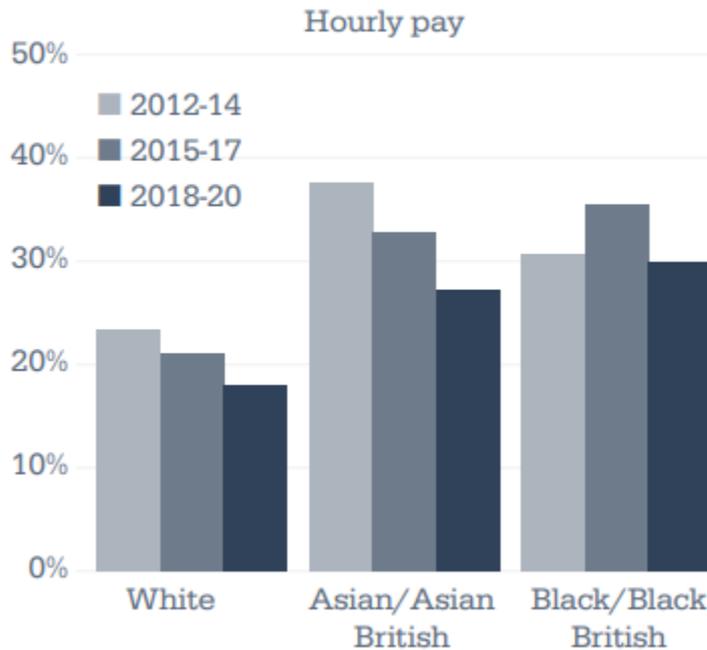
Deaths from Covid-19 may directly with deprivation in Greater Manchester

Page 25



Low pay inequalities

Page 26



The cost of doing nothing

- The interactions between poor physical and mental health and growth stand out dramatically in Greater Manchester – people’s health and wellbeing impacts on businesses ‘bottom line’
- It is a downward spiral because people who suffer poor physical and mental health are often unable to work or are low paid
- Inequality is bad for people, but also bad for the economy of Greater Manchester
- The pandemic has made things worse – but also presents an opportunity to change things
- **‘This is the time for bold thinking and brave action’**
- The risks associated with trying new things probably don’t add up to the greater risk of slipping back to the old ways...

Vision

The Vision: Good Lives for All in Greater Manchester

- Focus on **reducing inequalities at the foundations** of Greater Manchester's prosperity and wellbeing: A good job, a decent home, affordable transport, digital access, green space, clean air and safe streets, support to maintain good health, the chance to learn and develop....
- Ensure that **everyone in Greater Manchester has access to the basics for a good life** – no matter who they are or where they live
- Don't forget the **climate emergency** – solutions must work for people and planet
- **Target resources** at the people and places within Greater Manchester who face the greatest barriers to living good lives knowing that when we reduce inequalities, everyone benefits

Achieving the vision

- **You can only level up from the bottom up....** Top down actions and leadership must enable this to happen
- Need for **clear leadership** from the top on prioritising inequalities, and being brave enough to **share power with those most affected** by inequalities
- **Tackle the root causes** of inequalities in the economic system, in the way public services work, and in deep-rooted discrimination of all kinds, including structural racism.
- **Building on what's there** – the vast amount of good work that's already happening, but go further, deeper and wider
- **Whole system** working together - be creative and resourceful with the powers and resources available
- **Lever in power and resources** - lobbying and working with national government

Recommendations

Type of Recommendations made by the Commission

- There are 3 broad types of recommendations which the Commission has made:
- **Flagship** – numbered recommendations (of which there are 17) the ‘we think you must do’ recommendations
- **Suggestions** – policy ‘hooks’, ideas, inspiration, (which are littered through the text...) the ‘here are some great ideas or existing activities we strongly urge you to consider’
- **Influencing** – suggested ways to influence key actors – government, big businesses, anchor institutions, anchor sectors (again mentioned in the text and in a section near the end on influencing government) the things that we should be encouraging others to do

Overview of the Commission's Recommendations

- The recommendations fall across 5 themes:
 - **The Essential Pivot** – putting wellbeing and equality at the heart
 - **People Power** – putting more power in the hands of people
 - **Good jobs, decent pay** – good employment, Real Living Wage and skills opportunities
 - **Building wealth** – spreading wealth and asset holding and benefits in communities
 - **Services for a good life** – move towards universal basic services

Recommendations – on one page...

An Essential Pivot

1. Put **wellbeing and equality goals** at the heart of the Greater Manchester Strategy and align budgets, portfolios and activities to these so that good lives for all is the focus of everything Greater Manchester does.
2. Convene a **GM Anchor Action Network** and use their spending, investment and soft power to drive social value, support disadvantaged groups and create good, secure, living wage¹ jobs.

Good Jobs, Decent Pay

8. Set up '**GM Works**' to create good jobs, upskill and reskill people to take up these jobs and provide apprenticeships and 6-month Job Guarantees for disadvantaged groups in key sectors.
9. Set an ambitious target for every employer in Greater Manchester to **pay the living wage and offer living hours by 2030**, using the Good Employment Charter, conditions on access to public goods, services and contracts and support for businesses in low paid sectors to get there.
10. **Bridge the skills divide** with universities, colleges and training providers working jointly to improve access to training, life-long learning and in-work progression schemes for disadvantaged groups.

People Power

3. Create a **People's Taskforce** to put power into people's hands at every level of Greater Manchester and a **People's Assembly** to contribute to priority setting and work with public authorities in delivering them.
4. Give the **Equality Panels more teeth** with a stronger mandate and resources to constructively challenge public bodies.
5. Establish an **independent Anti-Discrimination** body to tackle breaches of the Equality Act.
6. Agree a joint commitment across GMCA, districts and statutory partners to **tackle inequality faced by minority groups** with a clear plan for roll out.
7. Develop a **GMCA Race Equality Strategy**, backed by a plan to increase representation of Black and Asian minorities in senior positions in GMCA and tackle race inequality in health, education, policing, work and housing.

Building Wealth

11. **Create a Community Wealth Hub** to support and grow co-operatives, mutuals, social and community enterprises, staffed by people from the co-operative and community sector who understand the market.
12. Set up a **Community Investment Platform** to tap into local savings, unlock community investment and build-up assets to share wealth with everyone in Greater Manchester.

Services for a Good Life

14. Move towards **universal basic services** in which education, health, childcare, adult social care, housing, transport and digital connectivity are provided to all and lobby central government to invest and devolve funding to make this a reality.
15. Launch an **Education Challenge** to give every child an equal start in life by levelling up schools in deprived areas, supporting young people's transition at 16 and improving access to activities that build social skills, confidence and resilience.
16. Scale up **public and social sector housebuilding** to deliver affordable, decent homes, backed by a plan to acquire land, rental properties, new builds and commercial properties for social housing.
17. Amplify the **Greater Manchester Model of integrated public services in 10 pathfinder deprived neighbourhoods and pilot an income guarantee** in one or more to tackle inequality, using community-led priorities, cross-service teams, pooled budgets and participatory budgeting.

13. Set up a **Land Commission** to look at ownership and control of land in Greater Manchester, its impacts on inequality and potential solutions.



The Essential Pivot

The essential pivot

Page 36

- Put good lives for all at the heart of everything Greater Manchester does
- Tackling inequalities and promoting wellbeing needs to be the responsibility of the whole system – including economic strategy – and not left to social policy or health systems.
- Wellbeing is your physical, psychological, and spiritual health.
- GM should prioritise the drivers of wellbeing – secure and meaningful work, a decent home, a sense of belonging.
- GM residents should help define what matters most for them to be able to live good lives, and then orienting policy around that.
- **Recommendation 1: GMCA should agree a new set of wellbeing and equality goals to sit at the heart of a refreshed Greater Manchester Strategy, and then align budgets, portfolios and activities around these goals.**

Get anchors to focus on inequality

- Anchor institutions are large organisations rooted in place
- The whole voluntary, community and social enterprise sector could also be seen as anchored in place
- By deeper collaborative working they could exert more measurable impact to tackle inequality
- **Recommendation 2: The Mayor of Greater Manchester should convene a GM Anchor Action Network with a focus on tackling inequality.**
 - Using their spending and investment power to deliver social value
 - Progressive stewardship of land, property and financial assets
 - Fair employment, including Real Living Wage, employee empowerment and representation, recruitment locally and from priority groups



People Power

Power in people's hands

- Power and voice have been consistent themes in the Commission's discussions with local people
- Building a more equal city-region means creating structures where everyone can have a stake and a say in the things that affect their daily lives.
- These themes run through all the recommendations in this report.
- People told the Commission they wanted more spaces for people to help set the agenda and be equal partners in delivering it
- These processes need to be alert to who is being excluded or marginalised from the conversation and make use of the relationships and infrastructure that already exists in communities
- **Recommendation 3: Create a People's Task Force with a remit to improve participation and democracy at all levels in GM, including how a permanent People's Assembly could contribute to priority setting and working with public authorities in delivering them.**

Engage, involve and challenge

- Tackling power inequalities demands a specific focus on groups who face particular oppressions or injustices because of their identity
- Greater Manchester has led the way in recognising this, establishing a range of panels and other networks to engage with diverse communities
- But their role and mandate are not always clearly defined and it was often difficult to persuade people in the system to come and talk to them
- More needs to be done to bring them together
- **Recommendation 4: Give the Equality Panels more teeth with a stronger mandate and resources to constructively challenge public bodies.**

Tackle discrimination

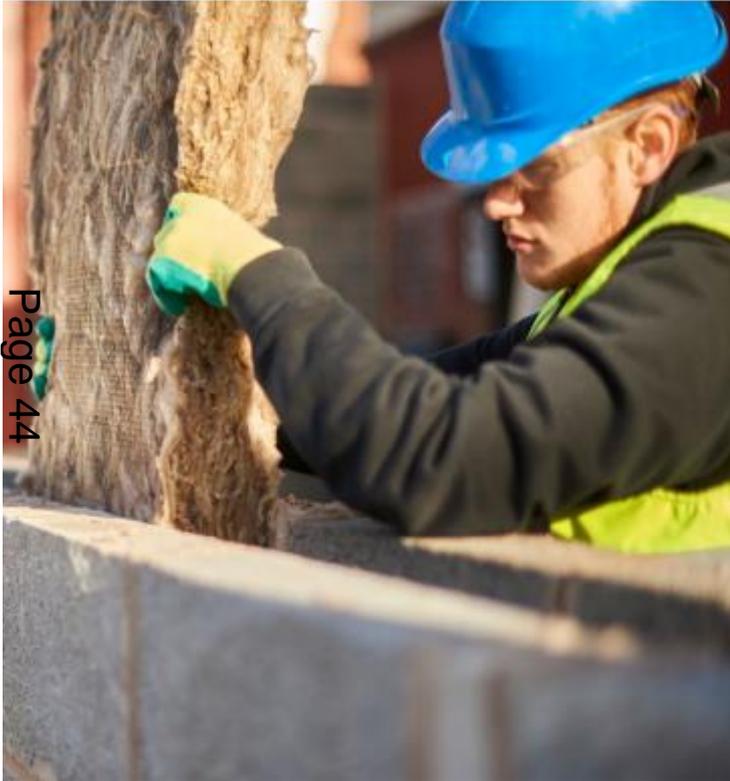
- As well as the ‘soft power’ exerted by the equalities panels, there is a need for an independent body that can improve enforcement of existing legal duties – in both the public and private sectors.
- Local authorities do not have the capacity to actively root out systemic discrimination across all organisations operating in their area.
- The Commission believes that more needs to be done
- **Recommendation 5: Greater Manchester should look at options for establishing an independent Anti-Discrimination body to tackle breaches of the Equalities Act.**

Commitment to advance equality

- Each part of GM should work collaboratively to raise standards and agree a joint commitment to tackle inequalities
- This might include clear strategies, specific responsibilities, collection and publication of data and insight, ensuring leadership represents diversity of local communities, resourcing community and civil society organisations....
- **Recommendation 6:** The GM Lead Member for Ageing and Equalities, supported by the Tackling Inequality Board, should agree a joint commitment with districts and their statutory partners to tackle inequalities faced by minority groups.

Structural racism

- Greater Manchester's ability to get to grips with racial inequality appears to be hampered by the lack of representation of racial minorities in the organisations that have the power to act
- **Recommendation 7: GMCA should publish a Race Equality Strategy, in consultation with the Race Equality Panel, and should encourage other anchor institutions to do the same. Individual local authorities should also publish their own strategies.**
- Race Equality Panel should be empowered to meet with key bodies and lead this work
- The Race Equality Strategy might cover - leadership and representation, health, education and young people, jobs and pay, policing and housing



Page 44

Good Jobs, Decent Pay

Good jobs, decent pay

- Access to good jobs and decent pay is still out of reach for too many people in Greater Manchester
- But this is fundamental to tackling inequalities
- The city-region has opportunities to create good jobs – but as well as creating jobs in high tech, high growth sectors, GM must also create employment and progression opportunities for under-represented groups.
- Jobs in retrofit, low carbon construction, green energy, low carbon transport and nature conservation should provide good work for all
- We must drive up pay and conditions in the ‘foundational economy’ so that people in these jobs are rewarded properly for the valuable and essential work they do

'GM Works' and how to make it happen

• **Recommendation 8:** Greater Manchester should set up GM Works to create good jobs, upskill and reskill people to take up these jobs and provide apprenticeships and 6-month Job Guarantees for disadvantaged groups in key sectors.

Page 46

- Job creation in frontier, green and foundational economy sectors.
- Pipeline for these jobs including development of relevant skills and accessible opportunities
 - training offer to upskill or reskill people
 - dedicated training provision in target sectors
 - job placement scheme targeted at the unemployed and particular disadvantaged groups and communities
 - In-work progression programmes targeted at disadvantaged groups

Living Wage guarantee for all

- Building from the GM Good Employment Charter
- Supporting the creation of good, decent paid jobs, and resisting the pressure to settle for ‘any jobs’
- **Recommendation 9:** The Mayor should set an ambitious target to get every employer across Greater Manchester to pay the living wage and offer ‘living hours’ by 2030, using the Good Employment Charter, conditions on access to public goods, services and contracts, and support for businesses in low paid sectors to get there.
- Building a living wage and guaranteed living hours requirement into procurement and planning activities
- Making access to public funds and services conditional on signing a ‘fair for all pledge’

Bridging the Skills Divide

- Skills levels in Greater Manchester are low compared to the rest of England
- Employment and training programmes must fit the needs of the people they are for
- People the Commission met with described encounters with some services or programmes to be dehumanising and stigmatising
- **Recommendation 10: Universities, FE Colleges and training providers within the Greater Manchester Anchor Action Network should work to bridge the skills divide.**
- This might include: enhanced access programmes, an improved system for adult skills and lifelong learning in GM, improved access to in-work training and progression and Targeting apprenticeships and the GM Job Guarantee at disadvantaged groups



Building Wealth

Build wealth

- Jobs and incomes are just one dimension of economic inequality
- The Commission also looked at flows of wealth and supports the growth of “generative” businesses, such as employee-owned firms, cooperatives, community business and social enterprise
- These are firms in which wealth is both created and shared broadly between owners, workers and consumers
- Several local authorities in Greater Manchester are already adopting ‘community wealth building’ – and the Commission believes that there is a need to rapidly expand this work
- **Recommendation 11: GMCA should create a Community Wealth Hub to support and grow employee-owned, co-operative, mutual, social and community enterprises, staffed by people from the co-operative and community sector who understand the market, connecting and scaling existing efforts to grow and ‘market make’ the social economy from across the ten boroughs.**

Unlocking Community Investment

- GM must expand its ability to mobilise local resources (public, household, large-scale private or philanthropic)
- A long-term strategy to cultivate local, socially-driven finance institutions
- GM needs a way of connecting local individuals and social investors to opportunities to invest their money for community good
- **Recommendation 12: Greater Manchester should set up a Community Wealth Investment Platform to tap into local savings, unlock community investment and build up assets to share wealth with everyone in the city-region.**
- GMCA should spearhead a major campaign to encourage people to put their money to work to support communities across Greater Manchester to recover from Covid-19

A future GM Land Commission

Page 52

- The Commission was unable to devote a lot of time to considering the ownership and use of land
- However, there is a need to look at future trends in land values, high streets, housing affordability and gentrification across the city-region
- There is an opportunity to explore the benefits of the effective collective use of public sector land
- This might consider ways to connect interested parties to the right skills to buy and develop land from the private sector
- **Recommendation 13: GMCA should set up a Land Commission to look more closely at the ownership and control of land in Greater Manchester, its impacts on inequality, and potential solutions.**



Services for a good life

Services for a good life

Page 54

- The Greater Manchester Model of public service reform recognises, that the way public services are traditionally organised must change.
- Services operate in silos, making it difficult for people to get the holistic support that they need and for public money to be spent in the most effective ways
- But public services operate on different geographical footprints and with different funding models which all take account of need and place in different ways
- The Commission endorses the principle of ‘universal basic services’ as a key plank of a more equal society
- **Recommendation 14:** Greater Manchester should build up an offer of universal basic services for all its residents and lobby central government to invest in making this a reality.

Giving every child an equal start in life

- Every child and young person in the city-region deserves a safe, happy, full and supported life and the opportunity to explore and develop their identity, interests and talents, fulfil their potential and shape the lives they want to lead.
- But the educational system can present inequalities relating to socio-economic status, ethnicity, gender, and special educational needs and disabilities
- GM has no devolved powers over education. But that doesn't mean action can't be taken.
- **Recommendation 15:** Greater Manchester should launch a new Education Challenge, building back from the pandemic to provide better and fairer opportunities for all of its children and young people.

Decent Housing for All

- Housing is a critical driver of inequalities of both health and wealth.
- Overcrowding, damp, cold and vermin-infested homes are also associated with health inequalities – and poor housing has been associated with Covid-19 spread
- The intersection of inequalities is all too apparent in the data on over-crowding – particularly in relation to ethnicity, a greater proportion of disabled people live in poor quality housing, and issues of homelessness and housing insecurity have been highlighted by the GM LGBTQ+ Panel
- **Recommendation 16:** GMCA should scale up its delivery of affordable housing through public-owned and social sector housebuilding.

Tackling inequalities in neighbourhoods

- Greater Manchester has already done a huge amount towards making service for people work better in local areas
- However, now is the time to build on this work with a focus on addressing the deepest inequalities
- **Recommendation 17: Amplify the Greater Manchester Model of integrated public services in 10 pathfinder deprived communities, alongside piloting an income guarantee in one or more.**
- This might include
 - creating neighbourhood teams with a focus on inequalities,
 - agreeing shared goals and collective responsibilities with local communities,
 - breaking down barriers to shared data and intelligence to target support and
 - seizing opportunities to link local economic development and public service plans for communities

Achieving change

Creating a system for change in Greater Manchester

Page 59



Creating a system for change in Greater Manchester

- Greater Manchester needs to create a ‘system’ which fully collaborates around the vision of good lives for all
- This will require **strong and purposeful leadership from all sectors** focussed on tackling inequalities
- It will require **collaboration and shared responsibility**
- It will need everyone to **take action** – and to **share power**
- The refresh of the **Greater Manchester Strategy** is an opportunity to bring wellbeing and equality goals front and centre of the work of the Combined Authority and its partners, and with communities
- The partnership boards which focus on **Growth, Reform and Tackling Inequality** must work together with a focus on good lives for all
- GM should create a **new social contract** between local government, communities and local residents – giving people genuine opportunities to participate and have control over things that affect their lives and working closely with groups and organisations that represent them

Finding the money

- The Commission recognises the difficult times and has made the following suggestions to explore:
 - pooling budgets to support joint action
 - treating community wealth building as an investment in deprived neighbourhoods
 - redeploying investment resources and scaling up existing social investment activity
 - finding new ways to harness the estimated £10bn of additional savings built up during the pandemic
 - ensuring that procurement and commissioning practices support good jobs, local ownership and a thriving VCSE sector
 - convening anchor institutions to maximise the potential benefits of their combined spending
 - Using the recommendations from this report for bids into new Government funding pots

Actions for central government

- Greater Manchester should (continue to) compel central government to:
 - Enact the Socio-economic Duty of the 2010 Equality Act
 - Make the Universal Credit uplift permanent and introduce a minimum income guarantee
 - Give local and combined authorities more devolved decision-making over budgets to help support people into good employment, and more control over universal credit – especially the housing component
 - Work with local government to test and fully evaluate an Income Guarantee within the city-region
 - End the hostile environment and ‘no recourse to public funds’ for migrants
 - End no-fault evictions and give local authorities the power to introduce rent controls
 - Fund local authorities fully to compensate for the extra budgetary pressures created by the pandemic and long-term funding for local services, including social care, transport and housing.

Final thoughts from the Commission

- The Commission's report ends with the following 4 questions which we are urged to consider as we move ahead:
 - **Will this action make someone's life better?**
 - **Will it work for everyone that it needs to?**
 - **Will it reduce inequality at individual, institutional, and structural levels?**
 - **Will it work in the long term?**

What next?

Implementing the recommendations

- The report is a tool for use by a range of stakeholders in different ‘sectors’ and at different geographical footprints.
- This will not just be a traditional public sector ‘programme’ with Gantt charts and milestones – the report is a call for action, and a set of suggested ideas.
- The GM Tackling Inequality Board, Growth Board and Reform Board will all be discussing their role in taking action over the coming weeks.
- And the report is going to the LEP, the Health and Social Care Partnership, all the Equality Panels and a range of other organisations to raise awareness, gauge initial reactions and hopefully to stimulate activity.
- GMCA will ensure that the key recommendations are embedded in the refresh of the Greater Manchester Strategy

Next steps

- Share the report with partners, networks, Boards, panels and communities for an early sense check on the report
- Get people's early views on the report and its recommendations and keep the discussion going around tackling inequality
- Align consideration of the Commission's report with the development of the refreshed Greater Manchester Strategy
- Meet again with the Commission in the autumn of 2021 to confirm what steps GM is going to take

Discussion points

DISCUSSION

We want to hear your initial thoughts on the recommendations; their importance and feasibility, rather the detail of how they will be delivered

Page 68

- What really excites you about this report?
- What are you most apprehensive about?
- What does this report mean for your own organisation, network and or community?
- What does this report mean for the Board or Group which is hosting this meeting – what role might they play in implementing the recommendations in this report?

GREATER MANCHESTER LOCAL ENTERPRISE PARTNERSHIP

Date: 20th April 2021

Subject: Living with Covid Resilience Plan, Quarter Two Progress Update

Report of: Andy Burnham, Portfolio Lead for Strategy and Eamonn Boylan
Portfolio Lead Chief Executive for Strategy

PURPOSE OF REPORT:

To provide a progress update on the implementation of the Greater Manchester Living with Covid Resilience plan, after two quarters of delivery. This report provides an update on the evidenced impacts arising from Covid, an overall assessment of progresses and challenges which remain, an update on the work being undertaken to respond to the inequalities evidenced and exacerbated by Covid, and summary updates on the progresses made against the deliverables in the Living with Covid Plan.

RECOMMENDATIONS:

LEP Members are asked to:

Note and comment of the progress update provided on the delivery of the GM Living with Covid Resilience Plan

CONTACT OFFICERS:

Simon Nokes, Executive Director, GMCA
Simon.nokes@greatermanchester-ca.gov.uk

Amy Foots, Head of Implementation, GMCA
Amy.foots@greatermanchester-ca.gov.uk

Equalities Implications:

The actions contained within the Living with Covid Resilience Plan seek to more fully understand the inequalities evidenced through the pandemic. The actions in the Plan seek as far as possible to mitigate those identified impacts, and includes a series of actions to develop systemic responses and mechanisms to more fully assess, understand and respond to evidenced inequalities.

Climate Change Impact Assessment and Mitigation Measures –

The Living with Covid Resilience Plan highlights climate change actions, impacts and improvements observed through the pandemic. The implementation of the plan seeks to retain those initial benefits and also supports the successful delivery of a series of actions which will support GM's climate change ambitions. The development of a comprehensive assessment tool will further support this work, with a systemwide approach to the assessment of impacts arising from propositions and development of appropriate mitigating actions.

BACKGROUND PAPERS:

The Living with Covid Resilience Plan agreed in September 2020 can be viewed here: <https://democracy.greatermanchester-ca.gov.uk/documents/s9127/7%20Living%20with%20Covid%20Plan.pdf>

The quarter one progress update of the Living with Covid Resilience Plan from December 2020 can be viewed here: <https://democracy.greatermanchester-ca.gov.uk/documents/s11119/9%20Living%20with%20Covid%20Plan%20Progress%20Update%20-%20GMCA%2018.12.20.pdf>

1. INTRODUCTION/BACKGROUND

1.1 The one year Living with Covid Resilience Plan was agreed in September 2020 by the GMCA and adopted by the GM system as the main delivery document to steer and continue to develop the system wide responses to the ongoing Coronavirus pandemic. This is the update report for progress and developments after the second quarter delivery of the Plan.

1.2 The Plan is structured under a series of GM deliverables which the system collectively is seeking to attain to deliver a response to the observed impacts arising from the initial outbreak of the pandemic.

1.3 This paper provides:

- An update on the impacts evidenced and experienced across Greater Manchester as the pandemic continues (section 2)
 - An update on overall system progresses and challenges around implementation of the Living with Covid Plan, and how these now begin to shape and inform the refresh of the Greater Manchester Strategy (section 3)
 - An update on the systemwide response to developing improved assessment and targeting mechanisms to respond to inequalities and environmental impacts (section 4)
- A summary update of progresses made against the GM deliverables in the one year plan (section 5)

1.4 It should be noted this progress report relates to activity being delivered under the Living with Covid Resilience Plan, which is distinct from the Greater Manchester Contain Plan. The two plans are complementary, and the system working together to develop and deliver against both. The Living with Covid Resilience Plan's focus is to respond to the issues and wider impacts of Covid on Greater Manchester's people, places and businesses, with the Contain Plan focusing on activities around outbreak management, infection control, vaccination roll out etc. Actions being delivered under both plans will continue to shape and evolve over the coming months as the pandemic continues, responsive to the changing needs. The systemwide evidence and learning from the Plans implementation will inform the refresh of the Greater Manchester Strategy later in the year.

2. UNDERSTANDING THE IMPACTS ARISING FROM COVID

2.1 The Living with Covid Resilience Plan was developed in response to the impacts (both positive and negative) seen during the first wave of the outbreak. At six months into the delivery of the Plan (and 11 months into the pandemic), an updated assessment is provided below of the current status of

those observed impacts. This updated assessment is provided to contextualise how the pandemic has impacted on Greater Manchester and how those impacts are likely to shape our actions and responses over the longer term. The below is not intended to provide comment or information on the policy responses and actions delivered.

- 2.2 The table below shows that the observed impacts arising from Covid, have not significantly changed over the last six months, however, the nature of the presentation of those impacts has, in many cases shifted. For example, some issues may not necessarily now present as urgent and needing an emergency response, but instead are of concern due to a greater understanding of the long term nature, and more likely entrenched impacts arising. There is also a greater number of those observed impacts which are now deemed to be worse than when initially observed, in part recognising the entrenchment of the issues presented, but also significantly due to the pandemic ongoing, significant second / third wave impact and the continuation of local and national restrictions throughout this period. Understanding the changing nature of those impacts, their evolution from short term emergency needs, to medium or long term challenges, will be critical if we are collectively going to continue to develop effective responses and drive the necessary system changes to resolve them.
- 2.3 The potential positive impacts seen are also felt to be fewer now than when originally assessed. This is in part explained by the temporary nature of some of those initially perceived positive impacts, not all of which have been retained over this period, and for many where the key issue will be the level to which systems and networks retain changes and improvements gained as we move through release of lockdown and a return to an element of pre-pandemic normality in our operations.
- 2.4 It is notable that across the observed impacts, there is now a greater understanding of overall increases in levels of poverty, unequal impacts and effects currently being felt and likely to continue over time. There is now also a greater understanding of the far-reaching nature of the impacts arising from Covid and recognition of the complexity and likelihood of those impacts increasing over time, with the additional challenges this poses for our collective ability to meet strategic ambitions. As we move into the refresh of the Greater Manchester Strategy and development of further responses to the pandemic and the post-pandemic period, systemwide we must acknowledge increases in poverty and inequality, and our responses must be intelligent and multi-faceted, responding to the intersectional and complex issues presented.
- 2.5 Additional to the observed impacts table below, the Greater Manchester Population Survey is now providing regular insight and intelligence to understand the impacts of the pandemic on the lives of Greater Manchester residents. These findings add to our collective understanding of the observed impacts table below and provide more nuanced intelligence to enable a greater understanding of those impacts and a more targeted and tailored

response. Three surveys have been completed to date with some of the key messages below from the January 2021 survey, with comparisons to the November 2020 baseline position:

- Overall levels of concerns about coronavirus remain higher in the January 2021 survey than the November baseline
- Increased proportions of respondents have specific concerns for their mental health and finances
- Only around 1 in 8 (13%) of people who needed to self-isolate due to coronavirus have been able to claim financial support
- A significant increase in financial impacts has been reported since December, with higher proportions of respondents stating they or someone in their household has lost their job and/or needed to borrow extra money. More of those in work are working reduced hours.
- More than 8 out of 10 respondents with children are concerned about their education, with 1 in 2 stating this as a 'big concern'
- The proportion of respondents ignoring health concerns or having medical appointments cancelled has risen significantly since the November and December surveys
- The proportion of respondents with 'low' levels of satisfactions with life is higher than the November baseline, with 16-24 year olds, people out of work and those on furlough among the least satisfied

2.6 The survey intelligence provides detailed disaggregated information on concerns by specific population groups / cohorts, compared to the GM population as a whole. This intelligence demonstrates the significant differences in experiences, concerns and impacts arising from Covid on different communities, places and businesses throughout the pandemic, and highlights further the longer-term nature of the issues and inequalities evidenced that will need to be considered and responded to as GM continues to live with Covid, and moves into recovery and renewal phases.

	Impacts observed at September 2020	Impacts update at February 2021
Significant and potentially devastating, to be tackled urgently	<ul style="list-style-type: none"> • 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, hospitality and leisure sectors • 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 	<ul style="list-style-type: none"> • Health impacts Disproportionate negative impacts and outcomes continue to be seen in non-white ethnicities, older people and disabled people • Mental health Growth in demand for mental health services, impacts seen across all ages. Longevity of ongoing situation impacting on groups and individuals not previously identified as at significant risk. • Lack of access to food Increased demand and need for food services, evidence of newly unemployed, working families, variation on cohorts presenting. VCSE organisations continue to deliver beyond funding and capacity to try to respond to increasing demand. • Educational and social impacts Continued disruption to education, longer term implications apparent and significant social impacts arising. Disproportionate impact on disadvantaged children and families. • Fragility of social care system Continuing issues regarding capacity, funding and support needed for the system to address sustainability and fragilities as part of a joined up health and care system. • Lack of access to physical and mental health care Ongoing pandemic has resulted in restarting of some services, but access remains limited for many. Shielding has ceased and restarted. • Digital exclusion impacts Issues persist amongst some communities and places, impacting on service accessibility for those with greatest needs. • Homelessness and rough sleepers Ongoing significant impacts, development of appropriate and continuous provisions to meet need. • Economic impacts Significant worsening of economic situation, with further worsening anticipated as support schemes end. Significant increase in unemployment, notably young people and older workers. • Greater Manchester's businesses Ongoing significant impacts across businesses and sectors. Growth potential significantly limited and sustainability / viability issues significant across sectors. • Role of and reliance upon VCSE organisations Ongoing need and reliance upon sector as part of systemwide response. Organisations stretched beyond capacity, funding challenges remain and staff fatigue significant. • Towns and cities Use continues to be limited due to ongoing lockdown and restrictions. Opportunities for places reset as part of recovery, but towns and cities will be significantly impacted by business closures, limited leisure reopening etc. • Managing risks for key workers Disproportionate impact of Covid seen on many key worker groups. Risks now better managed through PPE provision, Covid secure workplaces and vaccine roll out. • Fear of starting up 'normal' life again Potentially greater fear and risk than originally observed due to longevity of ongoing restrictions and lockdowns. • Emergence of new community networks / Creation of multiagency networks Some informal networks have been 'mainstreamed' as part of ongoing response / BAU. Numbers of volunteers lower after first wave. • Locally controlled devolved resources In some areas this has enabled timely, local provision, however can also cause inconsistencies across GM. Issues remain with Gov not devolving resources and increased competitive bidding approaches. • Temporary cleaner air Gains have been maintained in part due to limited economic reopening and continued low levels of commuting. • Digital shift and capabilities Revised approaches embedded and widely utilised as improvements in service provision, or necessary adaptations / changes due to ongoing restrictions. Unclear extent to which some / all will be maintained as restrictions lifted. • Improvements in service provision / efficiency Shift to online and phone service provision continues, unclear to what extent changes will be sustained after restrictions are lifted. • GM Partnerships Continue to be critical to ongoing response. Emergency structures continue to be in place, meeting regularly and responding to changing circumstances. • Greater data sharing Been maintained, and continues to inform partnership responses. • Creation of multiagency networks Continue to deliver as part of ongoing pandemic response.
Challenging but manageable, to be tackled and improve	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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
Positive benefit, to be reinforced and maintained	<ul style="list-style-type: none"> • Creation of multiagency networks and support systems e.g. PPE sourcing and mutual aid 	<ul style="list-style-type: none"> • Creation of multiagency networks Continue to deliver as part of ongoing pandemic response.

3. OVERALL SUMMARY OF PROGRESS AND CHALLENGES AND BEGINNING TO UNDEstand HOW COVID WILL SHAPE THE FUTURE GREATER MANCHESTER STRATEGY

- 3.1 Across the Greater Manchester system, through both formal and informal networks a huge amount of work, delivery and support continues to be provided to support Greater Manchester's people, places and businesses. The ever-changing circumstances presented by the ongoing pandemic has required a continual level of exhaustive effort, not just to deliver but to continually adapt and flex to meet the changing and growing needs presented.
- 3.2 Emergency governance structures remain in place to lead, coordinate and facilitate our collective response to the pandemic, whilst also seeking as far as possible, to reinstate more 'business as usual' activities, appropriately adapted to deliver in the new context. The emergency response structures will over time transition to focus more on recovery, but activity continues currently (and likely for the rest of the year) around outbreak and pandemic management, with the necessary actions and development of responses within the Contain Plan.
- 3.3 Throughout the updates received to develop this report the strength and resilience and adaptive approaches of our Greater Manchester partnerships and networks have continually been reinforced. Numerous examples were provided of our collective systems ability to adapt and flex to the changing circumstances and to collaborate across agencies, sectors and places to provide the necessary responses to the needs presented. This has been true for service design and delivery as well as strategic coordination and wider evidenced understanding of the collective efforts required to achieve shared outcomes.
- 3.4 Across all agencies and partners staff fatigue is a serious concern. Staff have continued to 'go the extra mile' across all parts of the system, with wide recognition of the physical and mental strains this is now placing on staff teams, and will continue to do so as the impacts of Covid continue to be felt over the coming months. As noted above with the impacts table and insight intelligence, entrenchment and the now widely understood longer term implications of the pandemic and issues arising adds further to the sense of system fatigue and overwhelm as we move forward with further delivery, and the ongoing pandemic management activity which is likely to dominate for the rest of this year at least.
- 3.5 The Greater Manchester Strategy (GMS) will be refreshed over this year, and will build on our collective learning and experiences from the pandemic, with structural, systemic and the scale of challenge issues presented through the delivery of this Living with Covid plan being the contextual frame for the GMS refresh. The refresh will provide an opportunity for a Greater Manchester wide review and reimagining of our future post-Covid (building on the new GM Economic Vision developed by the

private sector - led by the LEP - and the CA) with a strong sense of sustainability and equality being a driving force behind the city-regions future resilience and recovery. Learning from the continued development and delivery of the Greater Manchester Contain Plan will also inform the GMS refresh, with any longer-term implications and requirements feeding from the Contain Plan work into our future strategy.

3.6 As part of the refresh of the Greater Manchester Strategy, our collective learning and the insight and intelligence that has been used to shape and tailor Greater Manchester's pandemic response will inform the overarching performance framework for the refreshed GMS. The learning from the implementation of the existing GMS and all the work which has been undertaken in the last year around the Living with Covid Plan and the Contain Plan, will enable Greater Manchester to develop a nuanced and intelligence set of indicators and measures which can support, inform, challenge and shape our local decision making to ensure our policies and interventions are responding to the range of issues across our city-region, more directly responding to the lived experience of our citizens.

3.7 As with the first quarter progress update, the actions contained within the Living with Covid Plan which require system change or more structural responses, progress has been limited due to the ongoing outbreak. The second wave was experienced far worse than the first and the systems, responses and delivery has rightly, continued to be focused on provision of a timely, adaptative emergency response and restart activity wherever possible.

3.8 The understanding and learning, from responding to Covid, of the systemic / structural changes required in GM will be used as far as possible over the coming six months to shape delivery and will form a platform for the refresh of the Greater Manchester Strategy. Other areas of intervention and issues which have been highlighted as part of this progress update process which will shape / feed into the GMS refresh include:

- Embedding / responding to the recommendations of the Independent Inequalities Commission
- Recognition of the progress made in terms of putting in place equalities 'infrastructure', but this has to translate into action embedded across all delivery - not just a governance response
- Greater awareness and understanding of the role of place / resilience / transport on health and healthy outcomes
- Interdependencies between skills, work and health, and of the vital role that skills and employment support will play in recovery, future-proofing our residents and businesses in the longer term, and in ensuring that those who were already marginalised in economic and/or social terms are not further displaced
- The response to the impact on jobs and businesses as Government support is withdrawn, and the role of the Local Industrial Strategy in driving a

recovery which grows GM's world-class strengths and helps address low pay and insecure work in the Foundational Economy

- Development of sustainable food networks and other 'upstream' interventions to provide sustainable solutions, replacing the need for ongoing emergency (sticking plaster) immediate responses
- Fragility and sustainability of social care sector continues to be significant concern, and needs to form a foundation of the refreshed GMS seeking to stabilise and develop the sector (especially post-pandemic)
- Building on the positive work undertaken to develop a social value framework, the GMS needs to take this forward and embed this throughout GM commissioning, design and delivery
- Renewed focus on how we prioritise and target, responding to need but developing further our prevention agenda
- Greater understanding of the need for appropriate accountabilities and leads for developing and delivering on those truly cross-cutting actions, especially where a multiagency response is required.
- Systemwide recognition of the significant financial challenges to come, recognising the need for further innovation, adaptation and partnership working to deliver within a reduced financial envelope. But also wide recognition of the difficulties this will pose for Greater Manchester, not least related to an increase in competitive bidding processes.
- The structural, organisational and delivery changes resulted from NHS reforms and the future shape and form of the GM Health & Social Care Partnership

4. PROGRESS UPDATE ON THE MECHANISMS TO ENABLE GREATER MANCHESTER TO BETTER RESPOND TO INEQUALITIES

4.1 Alongside the adoption of the overall Living with Covid Resilience Plan the GMCA also agreed three core recommendations, which relate to the development of new ways of working and mechanisms enabling Greater Manchester to better respond to inequalities highlighted or exacerbated by Covid. Those core recommendations are:

- **Consider an approach whereby all GMCA reports include recommendations that assess and identify the impact of the proposal on inequalities, environmental and financial issues in relation to the topic. This would be supported by a commitment to collect, analyse and report on data, including community intelligence, to understand that impact.**
- **Building on the recommendation above, develop a mechanism to utilise the established and developing partnership governance for the Age-friendly and Equalities Portfolio to support system wide responses. This would include actions to address equalities issues identified and unresolved through the above assessment process.**

- **Consider whether adopting minimum targets or standards for each locality or neighbourhood would support the effective targeting of resources across all GMCA activity. This would ensure that there is an ongoing recognition that addressing inequalities in all communities is fundamental to the whole of Greater Manchester being able to achieve its collective ambitions.**

4.2 Significant work has been undertaken to progress the above recommendations, with many work areas now moving into delivery and lots of strands coming together to ensure the greatest possible effect of our collective efforts, reducing duplication and maximising impact.

4.3 The development of a comprehensive impact assessment tool to understand the impacts arising from policy developments and propositions is now in the testing phase. This Decision Support Tool allows users to self-assess the possible impacts arising from the proposed policies, initiatives, or services. It is intended to provide decision makers with a high-level assessment of how a decision meets GMCA policy goals, aiming to identify intended and unintended consequences arising from the proposition and facilitating a process for revising decisions to better meet GMCA's strategic agendas. The tool directs the user to complete more detailed assessments as appropriate (notably equalities impact assessment or carbon assessment). Following the testing phase, the designed version of the tool will be rolled out, along with provision of training and support and will ultimately be used to assess all papers provided to the GMCA and LEP for decision.

4.4 The Tackling Inequalities Board, and supporting senior officer executive, have now established a regular meeting cycle and began to examine in detail the inequalities issues presented to the Board on a thematic approach. The Board is Chaired by the Portfolio Lead for Age-Friendly and Equalities. The Governance established through this Board and the supporting infrastructure to the Board, provides system leadership and ownership of the inequalities agenda and provides a strategic, multiagency forum where issues can be examined in detailed and collaborative approaches adopted to the design of solutions. The Tackling Inequalities Board has considered the latest work from the Marmot Review Team and also inequalities associated with housing at their last two meetings. The Tackling Inequalities Board will be a key recipient of the recommendations from the Independent Inequalities Commission, providing the system leadership to drive changes and make sustainable progress in redressing inequalities present across Greater Manchester. The Board, along with the breadth of agencies and groups engaged through that structure need to ensure that those recommendations and the wider work programme around inequalities is embedded across all portfolio areas and actions are being taken which provide really impactful change in this area.

4.5 The establishment and continuation of the GMCA equalities advisory panels has also progressed significantly over the last three months. The advisory panels are now meeting regularly, and work is underway to ensure the greatest possible impact of their work, influencing and embedding their work within GMCA policies/interventions and its wider spheres of influence. Greater coordination of the activities between the panels has been undertaken, enabling collective input into thematic issues, exploring intersectionality issues as well as through individual equalities lenses. Work is underway to determine the most appropriate shape and form the establishment of a Faith advisory panel.

- 4.6 The collective work around inequalities is also seeking to ensure the breadth and depth of all inequalities is understood and considered holistically. There is now wide understanding and recognition of the impact of Covid increasing poverty levels across the city-region. Understanding inequalities through particular communities of identity lenses is important, but the wider acknowledgment that Covid is pushing more people, families and communities into poverty must form the basis of our responses. There is a need for systemwide recognition that we will have to shift to accommodate these changes, responding to financial, food and fuel poverty on a larger scale. There will also be changes in the cohorts of people with need for support.
- 4.7 Work has continued to develop possible revised approaches to targeting to respond to evidenced inequalities. The availability of data, intelligence and information at community level is currently being examined to determine what could be used to form the basis for a place based / equalities targeting approach which will be incorporated as part of the refresh of the Greater Manchester Strategy. The targeted outcomes within the current GMS outcomes framework are high level, and relative to external factors, however the levers within our control to influence them are often limited. Work is underway to develop a basket of measures that will be more directly responsive to our activity and the choices we make, and that will enable us to understand progress in addressing inequality across GM. To do so, we will need measures and targets that report at the neighbourhood level, and that provide intelligence on specific population groups.
- 4.8 Roll out of the impact assessment tool will provide 'bottom-up' evidence on how activity is contributing to reducing inequality across the city-region. This intelligence will be used, alongside that provided by partners and insight from residents, to support a better understanding of differential conditions and outcomes in our neighbourhoods and communities, and to enable more transparent monitoring and reporting of progress against our ambitions.
- 4.9 In October 2020 the GMCA launched the Independent Inequalities Commission to support and influence the city-region's renewal following the Covid pandemic. The Combined Authority has challenged the Commission to be a catalyst for transformation, helping to develop ideas, providing expert opinion, evidence and guidance as Greater Manchester's economy and society reshapes over the coming months and years. The mission of the Greater Manchester Independent Inequalities Commission is to better understand the pre-existing and emerging inequalities in the city-region, consider how tackling these inequalities should feature in a refreshed Greater Manchester Strategy, and outline a small number of specific and hard-hitting recommendations.
- 4.10 The Commission sits independently of all Greater Manchester decision-making structures, and acts in an independent, advisory capacity. Its independence allows the Commission the chance to challenge, to explore powers and levers and to set out a road map for tackling inequality in GM. The Commission has been chaired by Professor Kate Pickett of the University of York, joined by:
- Saeed Atcha MBE DL, CEO of Youth Leads UK, Deputy Lieutenant of Greater Manchester and Government Social Mobility Commissioner
 - Miatta Fahnbulleh, Chief Executive of the New Economics Foundation

- Ruth Lupton, Honorary Professor of Education at the University of Manchester, and former Head of the Inclusive Growth Analysis Unit
- Neil McInroy, CEO of the Centre for Local Economic Strategies
- Lord Simon Woolley, the Director and founder of Operation Black Vote, and cross-bench Peer

4.11 The work of the Commission has been informed by an evidence ‘stock take’ from across Greater Manchester. This involved bringing together existing evidence, community insights and data to inform the baseline position. The Commission has progressed by meeting with expert witnesses, holding hearings and round table discussions, and commissioning specific evidence and research work. This has been carried out in an inclusive manner – involving community members and those with lived experience of inequality, reaching out across the voluntary and community sector, and utilising both the established equalities engagement infrastructure across GM as well as assembling new participation groups, such as working with Greater Manchester Poverty Action to convene a new Poverty Reference Group.

4.12 During February and March 2021, the Commission is working to finalise its report, which will include a small number of flagship actions to catalyse work to address the root causes of poverty and inequality in Greater Manchester. This report will be presented to the Combined Authority at its meeting in March.

5. PROGRESS UPDATE ON THE DELIVERABLES IN THE LIVING WITH COVID RESILIENCE PLAN

5.1 High level updates are provided for each of the deliverables in the Living with Covid Plan in the table below. The updates are the collective response from across the GM system, with progress representative of the partnership responses to deliver and contributions from a range of agencies to attain the deliverable.

GM Deliverable	Progress Update
<p>Implement a system wide approach to assessing and responding to evidence inequalities in the ongoing management of the Covid response and the design and deliver of recovery and restart activity</p>	<p>The Independent Inequalities Commission has been working at pace, engaging widely across the GM system to understand the issues and frame the Commission’s recommendations. The Commission will set out a vision which describes for GM can create good lives for all in Greater Manchester, describing how we must focus on the foundations of our economy, build public services in partnership with the people who use them, and tackle structural racism and all forms of discrimination by empowering marginalised groups in society. The recommendations to the GM system will be structured around the following principles: Rebalancing Power; Rebalancing Opportunity; Rebalancing Wealth; and Rethinking Public Services. The Commission will report to the GMCA at the end of March.</p> <p>The Tackling Inequalities Board is now well established and providing system leadership to design and oversee delivery of actions across all partners in responding to evidenced inequalities. The GM Reform Board has restarted meetings. The Board has undertaken a stocktake, understanding the extent of inequalities and issues and reshaping reform priorities.</p> <p>The GMCA equalities advisory panels are meeting regularly, and the design work for the shape of the Faith panel continues. The Panels provide a mechanism for effective engagement and insight from particular communities of identity to shape, inform and influence GM policy development.</p> <p>Focus on inequalities has taken place throughout continuation and forward planning of the vaccination programme and is the basis of requests to national team for a flexible approach moving forward. Systemwide oversight and connection across the GM system can be supported by the joint infrastructure created through the Tackling Inequalities Executive and Board.</p> <p>GM Mental Health executive will be looking to do some intensive work on improving outcomes for ethnic minority groups living with Severe Mental Illness.</p> <p>The Humanitarian Assistance Group maintains oversight of the work which has been undertaken to combine datasets to understand and identify vulnerable citizens. It will be important to ensure that governance is in place to continue to oversee this work and take forward actions as appropriate when emergency structure governance is stood down.</p>

	<p>Data workshops held with all Local Authorities on vulnerability tool, outcome will shape where to target activity and develop structure for measuring outcomes.</p> <p>The GM Ageing Hub has been leading a series of activities to support older people including, the delivery of the Keeping Well this Winter campaign, targeted initially at those who are digitally excluded with magazines distributed via range of community venues. “Talking Tips” video has been produced for frontline workers to better respond to the issues older people would like support with. The GM model has been syndicated in other Local Authorities in the UK as well as places in Spain, Canada and Australia. A significant pension credit top up campaign has been delivered with GM Housing Providers. A partnership between the Hub, GM and DWP has co-designed a pilot funded by the Centre for Ageing Better to support over 50s into employment as part of our work to improve employment outcomes for older workers, piloting different approaches to retraining, upskilling and employment support, aligning with devolved adult skills funding.</p> <p>An expert group has been convened to look at older people physical and mental deconditioning and social isolation. The group will provide advice and information as to what needs to happen in the next 12 months to support reconditioning and overcoming issues associated with isolation.</p>
<p>Sustain support to care homes and extend Living Well at Home to strengthen the resilience of adult social care provision</p>	<p>The Stage 2 bid for UK Healthy Ageing Trailblazer was unsuccessful – feedback was that sustainability post-funds was not well enough developed. A new Innovation Partnership on Healthy Ageing, involving Government and UKRI, has been convened and will consider where public-private collaboration can help with Living Well at Home.</p> <p>A number of infection prevention control webinars delivered to cover items such as PPE, visiting, testing and vaccinations etc. Continuing to deliver and co-design content with the care home sector. A GM outbreaks overview dashboard has been produced.</p> <p>Currently finalising GM Market Ambition statement for Living Well at Home. Supporting discharges and wider system with hospital pressures by facilitating joint problem solving and co-producing solutions with partners (discharge forward planner, weekend discharges, mutual aid, VCSE offer, personal budgets, shorter D2A form).</p> <p>Ongoing roll out of digital tool to care homes now up to 130 care homes across 8 localities benefitting over 3,400 residents. Currently piloting access to Summary care record with care homes on the NHSX</p>

	<p>managed I-pads. Now utilising the remote monitoring funding to equip care homes with remote monitoring kits</p> <p>Soft Launch of 111 First in December 2020 - launch smaller than anticipated following national instruction. 111 service supports effective management of capacity and the GM clinical assessment service continues to redirect patients to the service, reducing 999 demand and delay.</p>
Boost physical activity programmes and social prescribing, including for people with long term conditions	<p>Work continues through GM Moving to encourage and support people to move more. Physical activity and access to green spaces continues as part of wider social prescribing model. Work continues to develop the conditions for change, including growing local sports and physical activity assets, bringing people together and looking at positive changes and where barriers exist to participation and uptake of physical activity.</p> <p>A strategic refresh, engagement and conversations are now underway about the key priorities, understanding and articulation of the contribution of physical activity to attaining wide range of outcomes including, health & wellbeing, travel & transport, environment and equalities.</p> <p>Roll out of the elemental social prescribing platform is progressing well. Anecdotal updates suggest greater connection and integration of work led by GM Moving and social prescribing activity at GM and locality levels. Work continues led by the University of Manchester to evaluate social prescribing activity.</p> <p>Further development of social prescribing is underway as part of support for long term condition management, including long Covid. Salford pilot underway for social prescribing and long Covid, adopting a communities of identity lens.</p> <p>GM Working Well (Work & Health Programme) has pivoted support services for residents who are unemployed, including social prescribing, early intervention for those at risk of falling out of work due to health conditions and transforming multi-agency working through joint investment across agencies in the social prescribing platform.</p> <p>Bicycles and cycling kit has been made available to Apprentices in key worker roles to as part of a transport offer.</p>
Sustain food availability networks	<p>No child should go hungry campaign continues, having established and sustained an emergency food card provision for October half term, Christmas and February half term. This provide a framework for what could be a sustained food offer available throughout the year. During February half term as part of</p>

	<p>the No Child Should Go Hungry Campaign each Local Authority received top up funding to enable the distribution of 300 x £5 food vouchers. The 10 x VCSE Infrastructure organisations also received £1,500 each for targeted support to families. The Mayor and GM leaders also signed a letter calling for the 'Right to Food' to be enshrined in legislation</p> <p>A notable increase has been seen in the numbers of families eligible for free school meals since the beginning of the pandemic. Significant increases in demand, and expansion of different cohorts using food bank provision is also evident across GM.</p> <p>GM BME Food Network leading a pilot looking at BAME community food poverty and distribution, mapping underway of what is happening around provision of ethnic food and need.</p> <p>Capacity to continue to deliver food banks and community provisions from the VCSE sector is increasingly stretched and struggling to meet continually increasing demands, with more demand anticipated as economic support packages are wound down. Concern within the sector that the free food provision via Defra which is available to end of March will not be continued, there is a risk associated with this around the viability of some of the organisations providing the services, not just the loss of food provision.</p> <p>Wide recognition however that food cards and food banks are a temporary fix to the issue, not a long term solution. Significant upstream preventative actions need to be taken to prevent the need for food banks and emergency food cards. Work needs to be undertaken to develop a sustainable food network across GM, capacity to progress this has been limited due to the ongoing pandemic response. This will inform and shape the refresh of the Greater Manchester Strategy.</p>
<p>Complete 'Everyone In' and deliver a transition programme and ongoing support for homeless people</p>	<p>Demand for services over winter months was significantly up, and made more challenges and difficult to manage to ensure Covid secure accommodation could be provided. Across the system now carrying increased demand and anticipate further increases as economic support packages are wound down and if evictions ban is lifted.</p> <p>Significant financial challenges continue to provide the levels of support required, and anticipated increases in demand. Significant effort has been spent ensuring winter provision is coordinated and comprehensive, through the knitting together of several funding streams, often made available very late in the day.</p>

	<p>There is considerable risk in demand for dispersed temporary accommodation due to Home Office methods of Asylum dispersal.</p> <p>Continued successful close partnership working underpins the comprehensive support packages and provision. This close joint working has enabled continuous effective management of changing risks and pivoting responses as required systemically and coherently across agencies.</p> <p>Across the system we continue to see an increase in the numbers of people in temporary accommodation. Currently inflow into temporary accommodation outstrips the rate of moving on from temporary accommodation. This is resulting in expansion of temporary accommodation provision, which has knock on impacts on the overall housing stock available and housing market.</p> <p>Delivery of the vaccine for staff working with homeless people has been a real success. Building on the existing health and homeless offers, vaccine roll out is now being planned for homeless people, those in temporary accommodation and rough sleepers.</p> <p>Accommodation has been established to support Covid positive individuals on discharge from hospital and further improvements to the discharge process and response are being sought with further investment available from DHSC.</p> <p>Despite the challenges presented by Covid, GM is still on track to meet the Housing First target, which will support 240 people into their own tenancies by the end of March.</p> <p>GM Housing Providers continue to support and work collaboratively across agencies to support a reducing in rough sleepers and how this links to longer term supported housing needs.</p>
<p>Building on the Community Hubs experience and closer working with schools, develop integrated neighbourhood services, sharing</p>	<p>Community Hub functions continue to be delivered in Local Authorities as part of the ongoing response, with local approaches and models adopted across the districts. This continued focus on provision as part of the ongoing emergency response has meant there has been limited capacity and resource to consider what a future model of locally integrated place based approaches could be.</p> <p>The Community Hub experience provides significant opportunity to move towards integrated neighbourhood working, but it has not been possible to progress this in terms of sharing learning and developing place based working model. A focus must be maintained however to ensure the future role</p>

people, data, money and stories	<p>of locally integrated services as part of place based working, and learning developed to shape and inform integrated care systems.</p> <p>Continued work to support the Early Years digitisation will support and feed into any future Community Hub models.</p>
Launch a targeted plan to tackle digital exclusion	<p>Following the launch of the Digital exclusion plan, on the 10th December the first GM Digital Taskforce meeting was successfully held and welcomed over 150 attendees and highly engaged contributors from the public, private and VCSE sector. Conversations now underway with Vodafone, TalkTalk and Virgin Media about how we can work together to lobby Government to take steps towards achieving our ambitions for digital inclusion. Options for data gifting are also being explored with telecomms companies, DCMS and Good Things Foundation.</p> <p>Intelligence gathering from Local Digital Inclusion leads about the needs of young learners during this second full lockdown is supporting the GMCA Digital and Work and Skills team to effective channel support to schools and colleges.</p> <p>In response to the January closure of schools and colleges, phase two of the GM Tech Fund was launched, receiving initial donations received from ANS Group, Auto Trader and Arup Group. GMCA partnered with Manchester Evening News to further raise awareness of the GM Tech Fund and drive donations for further support to colleges and school pupils. So far a total of £200,100 has been raised in donations across financial contributions, new technology, data packages and used device donations. The ambition is to scale this to £300,000 which would meet the need for 1,000 devices.</p> <p>Funding has also been made available to tackle digital exclusion for adult learners (£1 million split between GM's devolved Adult Education Budget and LGF), with grants to Local Authorities to provide kit and skills provision, primarily linked to the digital skills entitlement but also supporting access to the wider training offer.</p> <p>A proposal was included in the Spending Review submission for a £30M fund to tackle digital inclusion across all ages. This has been echoed in January's pre-budget response as, without significant and ongoing resource, this issue will be unresolved.</p>
Ensure the provision of comprehensive mental health and wellbeing	<p>The support offers to the GM population, reported in November 2020, has been sustained with discussions ongoing to finance all the core support offers throughout 2021/22. We are also expecting substantial additional funding in 2021/22, via NHSE, for mental health that could be in the region of £28m</p>

<p>support accounting for the growth in demand and severity across all ages</p>	<p>for GM. This will go towards responding to the longer term impact of Covid-19, including managing excessive waiting lists.</p> <p>The full evaluation report on our digital tools is expected by March 2021. However, the interim report has identified the need to maintain a number of the digital tools that we commissioned in the Spring of 2020, which we are now in the process of clarifying funding.</p> <p>A GM Mental Health Digital workshop is planned in March to agree a digital strategy to support the delivery of the Mental Health LTP over the next three years.</p>
<p>Restore proactive care and support for both children and adults for those with long term health conditions and support those who are recovering from Covid</p>	<p>Recovery work was stepped down following NHSE instruction in January to focus on the third wave, Discharge and Vaccination. Work via the Contain Cell has stepped up, and a contain plan has been circulated to the system and tested at COVID Committee. More focus on recovery to follow into spring 2021.</p> <p>A comprehensive information gathering exercise was undertaken during December which asked localities to indicate what services they are currently providing with regards to Post Covid services. The report demonstrates the significant amount of work taking place within Localities however highlights some variation in service provision against both national and GM guidance. There is ongoing engagement with Localities to support mobilisation and to address any variation in provision whilst sharing best practice and learning. A lead commissioner on behalf of GM Directors of Commissioning has been identified to ensure connectivity to localities and facilitate implementation at pace.</p> <p>Given the size of the elective care recovery challenge, we will focus on key priority areas at a GM-level, some of which may be dictated nationally/regionally as planning progresses further. The Elective Recovery and Reform programme in GM is continuing its focus on three priorities: demand/waiting list management, maximising system capacity and transforming delivery. Development of an overarching GM Elective Recovery plan is utilising available intelligence to identify opportunities to reduce health inequalities, ensuring we reform as we recover. This includes proactive support on optimising health and symptom management while individuals are waiting, as well as accessible and supportive communications encouraging people to attend for care when invited.</p> <p>Covid Oximetry@home pathways are now in place in each of the 10 Localities which is an evidence based intervention for enhanced monitoring of patients with Covid using pulse oximetry. There is a</p>

	<p>Covid virtual ward in place in each of the Acute Trusts which provides a virtual multi-disciplinary team to patients on discharge. This also includes the enhanced monitoring with pulse oximetry.</p> <p>The service specification for GM Long Covid Syndrome service/clinics have been signed off and are now in the process of mobilisation across Greater Manchester. Work continues around collection and analysis of activity data to ensure optimal service provision for the follow up of Covid patients.</p> <p>Through the primary care network Development Programme the business intelligence infrastructure is developing for PCNs, including a priority for understanding population needs and comparators of similar communities, contract compliance and ensuring PCNs are able to tap into all available intelligence from national and local data sources, including Graphnet. A bespoke support package is being developed to offer direct support for PCNs to access and interpret data to meet their needs and move towards a culture of using data and evidence based information.</p> <p>The GM Cancer Alliance has supported the GM system – providers and CCGs / localities – to recover and maintain referral and treatment levels for cancer patients during the pandemic. This has included targeted support in localities where the challenges were most significant. The National Cancer Programme issued a recovery plan in December 2020, which sets the following aims:</p> <ul style="list-style-type: none"> - Restore demand to at least pre-pandemic levels - Reduce the number of people waiting longer than they should - Ensure sufficient capacity to meet future demand <p>GM Cancer will continue to support the GM system in the ongoing recovery and the delivery of the above aims. This will include a significant piece of work addressing the backlog in diagnostics and treatment . Through the GM Cancer Board the Alliance will take forward a piece of work on Health Inequalities in referrals, access to and uptake of cancer services.</p>
Supporting successful return to school and college for all learners, with inclusion of catch up and wellbeing support if needed	<p>School Attendance figures in GM are being monitored and reported on a fortnightly basis. The latest figures suggest that the overall proportion of children in school is higher than the national average. The volume of GM pupils with a social worker in school and volume of pupils with an EHCP is also higher than the national average reflecting the positive targeted local work in this area. GM has reached out to the Government’s newly-appointed Education Recovery Commissioner to arrange discussions; a meeting with the Commissioner and his team is pending.</p> <p>In response to concerns previously highlighted by the pulse surveys around loss of income for Early years providers GMCA officers are working with the Growth Company to explore bespoke additional</p>

	<p>funding support for PVI settings. EnterprisingYou are also hosting a virtual event on 2nd March aimed at raising awareness of free and fully funded support for childminders who live in Greater Manchester.</p> <p>In response to local analysis suggesting that at least 20,000 learners across the city region may still left in a position where they cannot regularly access online teaching the GM Tech fund was launched and digital skills provision has been stepped up (detailed above).</p> <p>The Young Person's Guarantee continue to drive over 1,000 commitments to young people and young adults.</p> <p>Tested support for apprentices made redundant during the pandemic to move into new roles and continue their training.</p> <p>Through the GM Apprenticeship & Careers Service (GMACS), over 25,000 young people have been able to participate in virtual employer encounters during lockdown, a vital element of work readiness.</p>
<p>Learning from each other on how best to manage any increases in safeguarding for children and young people and vulnerable adults</p>	<p>GM Local Authorities and partners are continuing to share information with each other around how they are supporting children & families during lockdown through established GM, NW and national forums and networks.</p>
<p>Deliver GM employment and skills recovery plan with evidence based targeted programmes of support</p>	<p>Over the past year the Employment & Skills Advisory Panel has worked hard to strike a balance between responding to the evolving needs arising from the pandemic and maintaining the necessary focus on the existing priorities, so that those who already faced labour market challenges prior to the pandemic are not displaced or overlooked as an unintended consequence. Employment and skills measures underpin many elements of recovery, as reflected throughout the deliverables within this report. In addition to directly commissioned activity, GM has secured devolution of further employment support through £13m Working Well JETS (Job Entry Targeted Support), additional AEB funding, and is providing system leadership by working with partners to ensure that national interventions such as Kickstart are integrated into the existing GM labour market landscape.</p> <p>Series of activities and funding streams worth in excess of £200m repurposed and pivoted as required to both maintain that focus on existing labour market inequalities and meet change in need presented the pandemic, focused around the following cohorts: Young people & young adults; Apprentices; Retraining & re/Up-skilling; Furloughed workers; Newly unemployed; and, Long-term unemployed & economically</p>

	<p>inactive. Examples (non-exhaustive) include: the Safe Return to Work programme to support 1,600 residents back to work; the Enterprising You Pilot programme to support self-employed and those working in the gig economy; skills provision and kit for digitally excluded adults; Developed range of provision to support furloughed workers, including for some access to fully funded adult skills provision; Flexed devolved Working Well Work & Health Programme.</p>
<p>Immediate implementation of the GM Social Value Framework</p>	<p>The Framework has been published. Implementation and development of priority actions has been hampered by the ongoing pandemic response. Work is underway to consider the immediate actions which could be taken by the GMCA and HSCP. Additional capacity is needed to drive forward this work. Changes to procurement rules now means there is greater opportunity and flexibility in public service contracting processes which would make it easier to get SMEs and social enterprises into supply chains.</p> <p>Understanding our collective commitment to the extent to which we adopt and truly embed the Social Value Framework will shape and inform the refresh of the Greater Manchester Strategy.</p>
<p>Appropriately contracted provision from the VCSE sector as part of ongoing networked support infrastructure</p>	<p>Work underway to look at revised commissioning approaches seeking to make the approaches more accessible to VCSE organisations, linked to actions being taken under social value above. Legislation changes should be utilised to greater gain here to drive change about which bit of the market we are seeking to pitch to, and ensure appropriate and accessible to those sectors as relevant.</p> <p>Review of commissioned support from the VCSE sector continues, linked to wider HSCP budget processes.</p> <p>VCSE organisations have made significant use of reserves (where available) to be able to meet the increased and changed service demands resulting from the ongoing pandemic response. This is not sustainable in the long term, yet the need for the service provision will remain. Organisation / sector resilience needs to be ensured if we are to continue to provide a networked, partnership response to the needs presented currently and as they develop and change over time.</p> <p>VCSE colleagues attended GM Directors of Commissioning to share examples of good practice across GM Localities and highlight potential for further development. Continued support of GM Directors of Commissioning to embed the framework.</p> <p>Ongoing work with the University of Manchester who have agreed to conduct the review of Social Prescribing in GM. Extent and design of the review currently being scoped with Uni of Manchester, VCSE colleagues and GM.</p>

	<p>The review of mental health services has been incorporated into the redesign of community mental health services in each of the 10 Localities for those patients with severe mental illness. This has been a co-designed initiative with VCSE input from the outset along with GPs, CCG Commissioners and Mental Health Service providers. This is aligned to the National Programme for Community Mental Health Transformation expected in 2021/22.</p> <p>VCSE organisations continue to play a key role in engaging adults in skills and employment activity and GM's ESF funded Community Grants programme has been extended with an additional £2.2m to support unemployed and economically inactive residents.</p>
<p>Develop systemwide 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</p>	<p>Systemwide progress and changes around support and development of new infrastructure has not been significantly progressed due to the ongoing emergency response. Further work to be undertaken to ensure health provision through local care organisations is integrated into any local models.</p> <p>Across agencies and partners greater alignment of agendas and understanding of comprehensive governance network to support this is underway (notably working across Tackling Inequalities, Reform and Growth Boards). This alignment and improved coordination and joint oversight of agendas and priorities will support an improved set of conversations and development of actions led, owned, and delivered by the most appropriate part of our governance infrastructure.</p>
<p>Deliver housing and public building retrofit programme as part of greener economic recovery</p>	<p>Public sector decarbonisation scheme will retrofit 150 public buildings between March and December. An allocation of £80M was awarded. Programme must be delivered at pace to ensure targets are met within the timescale.</p> <p>GM secured Green Homes Grant funding, enabling the retrofit of homes. £10M was awarded Nov to July, with a further £15M anticipated for July to December. The programme needs to be delivered at pace, to achieve spend within the specified timeline. Covid presents a risk to this, slowing down delivery progress, with limited access to people's homes.</p> <p>Challenges faced on housing retrofit are enormous to meet our environmental objectives. Current levels of Government support are insufficient to meet this challenge. A proposition is being developed for a longer term proposal for greater impact on housing retrofit. Working with the Skills & Employment team, an industry intelligence deep dive has taken place to understand the skills required to deliver major</p>

	<p>retrofit and green infrastructure programmes; skills provision informed by this work will be commissioned in the Spring as part of GM's £40m ESF Skills for Growth Programme.</p> <p>Strategic work is being undertaken by GM Housing Providers to support the attainment of wider outcomes in the delivery of their activities. Worksteams are being aligned to support health and wellbeing outcomes, including supporting people to live well at home, joint training is being developed between mental health specialists and housing providers, apprenticeship programmes and provision of employment with embedded equalities objectives.</p> <p>Really positive and engaging partnership working continues to support the housing and wider agenda. The signing of the tripartite agreement (GMCA, HCSP and Housing Providers) provides an excellent opportunity to design and delivery together building on that shared commitment.</p>
<p>Provide support to enable businesses including social enterprises to innovate and adapt</p>	<p>The GM future economic vision (developed jointly by the private sector led by the LEP, and the CA) has been published and the role, content and priorities of the LIS have been tested and proven to still be correct areas of focus as the pandemic continues and we move into recovery phases. Across the system bending and flexing has been evident to meet the shifting demand and challenges posed by Covid, with many examples of successful partnership working and pivoting of provision to meet the shifted demand. Ongoing coordination activity with GM local authority leads regarding the delivery of Local Authority Discretionary Grants, including criteria for grants. The GM Access to Finance Team (Growth Company) have also been working with SMEs to develop business cases for grants, as well as administering the £10m GM top-up to the Bounce Back Loan scheme; £3m to top-up the national Coronavirus Business Interruption Loan Scheme and funds to address lack of finance for start-ups as a result of C-19, focused on opportunities for BAME-founded businesses, young and female entrepreneurs in tech and digital.</p> <p>Growth Company activity continues to support businesses. The Business Productivity and Inclusive Growth programme (providing support to sustain businesses and support growth aspirations) continues and has adapted to provide more support to businesses to safeguard jobs as well as creating them, given the challenges posed by Covid.</p> <p>Skills and employment measures include: development of industry intelligence packs in partnership with employers and industry bodies to inform business-led commissioning of flexible skills provision, targeted support for furloughed workers in SMEs through the Working Well Early Help offer, short retraining programmes for those at risk of redundancy, flexibilities enabling furloughed workers in receipt of low</p>

	<p>wages to access fully funded adult skills provision, a Safe Returns to Work Programme to train up to 1,600 people, and support for 200 SMEs to produce workforce development plans and create apprenticeship opportunities through extension of the SEDA project.</p> <p>Innovation GM is a new business-led platform, spearheaded by the LEP and supported by GMCA, to unlock an innovation-led recovery and to supercharge post-Covid economic growth – focused on meeting our big challenges such as Net Zero and reducing health inequalities. We are seeking to form a new high impact partnership with Government around an innovation for people and places policy framework, and underpinned by smarter investments science and innovation assets that work for the whole conurbation. The plan is to launch this in the Spring.</p>
<p>Targeted support to sectors facing lasting impacts from Covid, and growing sectors with investment where they can exploit new opportunities</p>	<p>Developing a digital cluster strategy which has a strong inclusive growth component. Engagement been undertaken with GM digital strategic leaders, with strong messages from across sectors on the need for inclusive growth to be embedded.</p> <p>Work is underway to develop a series of actions in relation to the Foundational Economy that will create higher pay and better jobs, reduce economic inequality, increase productive investment in GM and encourage local “profit retention”. A variety of stakeholders have been engaged (including GM partners, experts and external organisations) to develop an initial series of policy options. That will be refined and tested by a Working Group. This work is supported by a range of skills and employment measures, including industry intelligence deep dives that are gathering detailed information from employers about occupationally specific skills/competencies needed now and in the future to inform skills commissioning, and commissioning the £7million Skills for Growth SME Support Programme that will support 3,000 SMEs and 15,000 individuals to up-skill in GM’s priority sectors.</p> <p>GM’s devolved employment and skills programmes have been aligned to help move people from unemployment into vacancies within health & social care, including working with the Northern Care Alliance to fill 1,000 vacancies via GM’s Working Well programme, with skills support through AEB.</p> <p>The Growth Company continue to provide support for businesses to increase their ‘digital presence’, including E-Commerce, Digital Operations and ‘Agile’, and have developed a new micro diagnostic tool and report.</p> <p>A new SME Leadership and Management Programme is being developed with GM’s Universities and the Growth Hub to test new ways of increasing this capacity in GM’s business base. An overall funding</p>

	<p>envelope for this work has been approved, and formal design, build and delivery of the programme is expected to start in 2021</p> <p>To step up action on our Net Zero priorities, an Energy Innovation Agency is in development involving GM universities and commercial actors including SSE and Bruntwood. This will focus on high impact public-private projects that scale up use of clean technologies and overcome business model/cost hurdles. Our LIS is helping to seed fund this initiative. The Pankhurst Institute was launched this year – a new high impact collaborative research centre with a central goal to reduce health inequalities through applied research.</p> <p>ERDF investments are continuing to support businesses to innovate across high growth markets – including an additive manufacturing/print city programme, a sustainable plastics hub, a cyber & AI Foundry, graphene & advanced materials (bridging the gap) programme, energy house 2, a robotics programme, a digital health programme, and a growth company innovation business support programme – investments were confirmed in 2020 and programmes are now live and able to work with over a 1,000 GM SMEs.</p> <p>Covid is having, and will continue to have significant impacts on Greater Manchester’s ability to perform internationally. Our travel, trade and investment opportunities are being impacted, and will continue to be for some time. Ongoing work and dialogue with Manchester Airport continues, to ensure the airport at its wider infrastructure is able to restart when it is safe to do so.</p>
Significantly expand the GM Good Employment Charet to drive more secure work, higher pay and better employment standards	<p>The Charter is continuing to expand and be refined to reflect the impacts of Covid on GM’s economy. The programme has recruited a new tranche of members, and now has over 100 supporters. Additional funding has been allocated through retained Business Rates, allowing for further development and expansion of activity into focus areas, particularly those in the foundation economy. Work is ongoing with the Charter Board to determine the shape and nature of the expansion, embedding wider equalities and diversity as part of that expansion.</p> <p>Significant progresses have also been made as Greater Manchester continues to transform into a Living Wage city-region. Work is underway with many employers, business owners and partners to increase the number of accredited Living Wage Employers across all sectors in all ten Local Authorities.</p>
Develop and deliver a Cultural Recovery Plan, recognising the role of a	Published the six month Culture Plan, with new one year plan due being developed supported by the final year of cultural funding available.

<p>sustainable culture sector as a key driver of wellbeing and a vibrant GM</p>	<p>Significant challenges persist for the sector, phased release of lockdown means slow reopening and further support will be needed over coming months.</p> <p>The sector is disproportionately populated by freelancers and self-employed, where Government support has been minimal or not available. Financial support has been provided to sustain venues, however without the support for workers in the sector there is a real risk that once venues are able to re-open they may not have a workforce to return.</p> <p>The sector is likely to be further impacted by the absence of an agreement for travelling and performance outside of the UK and performers into the UK as part of the EU exit deal.</p> <p>Shift in focus for culture and leisure and opportunity for the development of town centres post-pandemic and during recovery phase. Work is underway with Local Authorities to support local places, local heritage and appreciation of assets, seeking to sustain some of the hyperlocal activity seen during the last year. Bury town of culture is due to go ahead later in the year.</p> <p>Role and significance of culture will play a key role in restoring confidence as we move through unlocking and recovery phases. A focus on culture, arts and health and joint working with HSCP to consider how arts can address some of the mental health challenges GM faces and the anticipated increase in need and demand for such services.</p>
<p>Continue the SafeGM campaign to provide reassurance about getting back to work</p>	<p>Ongoing development and delivery of the 'safely managing COVID-19' communications and engagement plan has continued, as a core part of Greater Manchester's ongoing response to the pandemic.</p> <p>Three monthly resident insight surveys have now been completed, with detailed summary reports available from the GMCA website. The research has identified concerns, anxieties and impacts of the pandemic being felt throughout the population, and specific groups of residents who are experiencing these more than the population as a whole. This knowledge is informing new and refined messaging and approaches for residents, for businesses and for the city region's wide network of partners who are together playing a role in stopping the spread of coronavirus and its many and unequal impacts.</p> <p>This work is also providing a richness to our understanding and supporting policy development as well as communications and engagement, having played a key role in shaping GM's leading piece of work to quantify current and future COVID-19 position – in terms of epidemiology and wider economic and social issues – and the city region's collective response to it. The findings and our approach are being shared outside of GM, allowing other areas to benefit from what we are learning. Our work in this area is now</p>

due to be extended beyond the initial six-month period, to cover the full 'roadmap' period for unlocking and potentially beyond.

The population surveys are also providing a foundation of insight and evidence for taking forward our communications and engagement plan's second key priority, around accessibility and equality. £4.5M of Government funding has been secured, supporting the introduction and development of community champions programmes. This funding, additional to locally committed resources is now being taken forward through locality-led plans, with additional GM activity avoiding duplication and filling identified gaps for parts of the conurbation experiencing higher Covid risks and lower levels of engagement with current communications approaches.

This strand has also seen us collaborate with PHE's Behavioural Sciences and Insight Unit on a mapping exercise of impactful COVID-19 communications and engagement activities across GM, in individual localities and neighbourhoods and beyond our boundaries. The initial report delivered by PHE is further helping us identify under-served parts of the population, and those activities that could most effectively address gaps in provision.

Alongside facilitating targeted community conversations to develop deeper insight and co-designed solutions for the issues identified with these priority audiences, the insight and funding are also being used at GM level to take forward the communications and engagement plan's third priority - of ensuring accessible, engaging and insight-led behaviour change campaigns and communications.

Work is underway with creative leads from TfGM and other system partners to develop a successor to the successful 'TogetherGM', 'Do Your Bit' and 'COVID: It's Not Gone Yet' campaigns, bringing together under a unified brand identity activities by a wide-range of organisations covering the key areas of actions to stop the spread of the virus, test-trace-isolate, vaccinations and information on practical, financial and well-being support.

This approach will ensure the campaign can be owned, adapted and tailored by and for key networks such as businesses, public sector and VCSE partners, as well as for targeted priority audiences in line with GM and locality community champions activities. Proposed activities will respond directly to the findings of our insight work around barriers to access and trust of online / digital information; the value of word of mouth / friends and family and other influential voices in communities; and the language, tone and accessibility of existing approaches. It is intended that this campaign approach will be delivered alongside the gradual lifting of restrictions from March to June, and to address enduring challenges beyond.

<p>Secure infrastructure investment needed to kickstart the economy</p>	<p>Full fibre programme - Virgin Media Business continues to work closely with Contracting Authorities to address concerns and improve roll out efficiencies and quality assurance. GMCA have reached agreement in-principle with DCMS to re-profile and draw-down funding in-advance of Mar21 deadline to secure the full value for programme delivery. In January, all GM local authorities agreed the GM Prospectus, which set out to achieve consistent standards and protocols to accelerate roll out of full fibre across the City Region. This included streamlining the approach to wayleaves, standardising resurfacing and working with other utility providers to “dig once” where possible. The document was prepared following wide consultation with local authorities and was also shaped by providers.</p> <p>Continued delivery of the Advanced Skills Capital grants to support colleges and universities to continue to build high quality learning / training facilities and to link skills infrastructure with future Towns Fund/Levelling Up capital developments.</p> <p>Awaiting details from Government on rules for the UKSPF and the Levelling Up Fund, these are expected in March. It is not currently clear what allocation if any GM will be awarded. A GM pipeline of investable propositions has been developed to ensure we have a strategic pipeline of opportunities which can be brought forward for any future funding opportunities or bidding rounds.</p> <p>Comprehensive Spending Review due later in the year, GM will continue to make the case for longer term devolved funding as part of that and other fiscal events.</p> <p>Browndale housing funds final allocations will be awarded in March, with £81M committed to bring forward housing projects. An additional £15M has been awarded for the Brownfield housing fund.</p> <p>A £54M allocation has been awarded for the Getting Building Fund to deliver a wide-ranging package of projects to boost the local economy. The projects will unlock building space, create job opportunities, bring superfast broadband and create a range of economic opportunities across the city-region.</p>
<p>Swiftly progress investment opportunities as part of economic stimulus and push for wider government funding for councils and</p>	<p>A coordinated GM submission to the Spending Review was made, with systemwide input to develop comprehensive package of asks of Government, seeking a multiyear devolved settlement. Following submission, it was confirmed the Spending Review would be a single year settlement, with limited direct funding awarded to GM although £8m for the extension of the North West Made Smarter Pilot and further national roll-out was agreed.</p>

locally devolved resources	<p>A coordinated GM submission for the March Budget was made, with systemwide input to develop comprehensive package of asks of Government, seeking a multiyear devolved settlement based on the priorities set out in the GM submission in the Spending Review, with economic objectives built around LIS priorities and strategic objectives.</p> <p>Work underway with providers and localities to utilise recently announced social care workforce capacity fund. Further work is required as part on ongoing spending review and budget processes to develop long term funding strategy to stabilise and develop social care sector.</p>
Develop sustainable mutual aid and support network that add value locally and provide a better way of working	<p>University led research into mutual aid continues looking at good practice, enabling advice and roll out to enable and value mutual aid activity in GM.</p> <p>Issues persist around funding and capacity to deliver mutual aid. Volunteering and provision of mutual aid is not free for all agencies involved and will need to be factored in to create a more sustainable model of support after the pandemic response activity.</p> <p>Volunteer numbers have been lower in the second wave (after the initial outbreak), and the systemisation of what were reactive, hyperlocal community responses has reduced enthusiasm and support in some spaces. NHS Volunteer responders have been recommissioned for a further six months.</p> <p>Work with United City to mobilise furloughed employees in vaccination centres, currently being piloted with a view to roll out pan GM.</p> <p>The GM Economic Resilience Group is engaging partners and Business organisations as well as national government, LAs and others, in leading a local recovery conversation. The GM Mayor and GM officers continue to work closely with all Business Representative organisations</p>
Deliver the Cycling and Walking Plan, and build on positive shift in travel behaviour	<p>As restrictions and lockdown has continued, continues, significantly reduced use and capacity of public transport has also continued. The continued stay at home instructions and limited commuting has sustained good rates of cycling and walking across GM with far more local activity and less travel overall. Schemes have continued to be brought forward and delivery continues on the GM Cycling and Walking programme.</p> <p>There is a risk identified regarding the unlocking / recovery phase as we move forward, with a possibility of this being a car-led recovery, resulting in multiple negative consequences including air quality, health and wellbeing, and congestion, which may affect wider economic activity.</p>

	<p>Far greater understanding systemically now as to the significant role transport has to play in supporting health and healthy lifestyles. Need to ensure retained understanding of the positive contribution to places, wellbeing and support in reopening the economy and society a sustainable transport network plays.</p>
<p>Progress more integrated public transport system with support from DfT</p>	<p>Bus reform public consultation was undertaken over winter, results are currently being considered by the GMCA and detailed bus reform plans will follow.</p> <p>Significant challenges persist for public transport provision. The rail system is being financially supported by DfT grants. Additional government funding continues to be provided on a rolling 12 week cycle to retain the bus network as viable despite low passenger numbers, and to support Metrolink costs. GMCA and TfGM recognise as critical the need for a comprehensive and viable public transport system to support a successful unlocking and recovery phase.</p> <p>However, it is currently unclear how government financial support for bus and Metrolink will be provided and managed through the medium term alongside the move to unlocking and recovery, particularly given uncertainties around passenger demand and flows, the extent to which home working will be retained, changes to peak travel times, modal shift, etc. TfGM/GMCA will continue to work with Government to develop a more predictable funding base for the medium term that allows a return to passenger growth, supports wider economic and social recovery and paves the way for a sustainable long term funding model.</p>
<p>Progress GM Clean Air Plan</p>	<p>Consultation undertaken in Autumn now concluded with results being analysed. Additional resource is now expected to be required to support businesses to switch to cleaner vehicles than the previous Government calculations. Original modelling was undertaken pre-pandemic, with now much greater understanding of the financial challenges faced by businesses which will make the switch to cleaner vehicles far more financially challenging for many businesses than was forecast pre-pandemic. A package of support will be required to enable this shift.</p> <p>The pandemic has further reinforced the significance of clean air and inequalities. GM's most vulnerable communities are living in many of the areas with the poorest air quality and are those suffering worst from coronavirus.</p>
<p>Progress Environment Plan to reduce carbon emissions and create an</p>	<p>Analysis is ongoing for the development of business models which support increased sustainable urban drainage and new green spaces.</p>

improved, more resilient natural environment for socially distanced recreation

Range of locally led activities and redesign of places has been undertaken to try to increase social distancing in urban and natural environments.

The Energy Innovation Agency has been launched and is currently recruiting staff.

A public sector senior officer workshop has been delivered to consider what a sustainable recovery for Greater Manchester could involve and how we plan and embed sustainability in our recovery from the pandemic.



GM LOCAL ENTERPRISE PARTNERSHIP BOARD

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

DATE: 20 April 2021

FROM: Eamonn Boylan, Chief Executive Officer, GMCA & TfGM

PURPOSE OF REPORT

This report provides an overview of progress on the delivery of the Local Growth Deal (LGF) Programme (Tranches 1, 2 and 3), and confirms that full Growth Deal grant spend was achieved by March 2021.

RECOMMENDATIONS

The GM Local Enterprise Partnership is asked to:

1. Note that the Local Growth Deal Programme has now achieved full Growth Deal grant spend by the 31 March 2021 grant deadline;
2. Note the progress made in relation to the Growth Deal Transport Major Works programmes;
3. Note the progress made in relation to the Growth Deal Transport Minor Works and Additional Priorities programmes; and
4. Note the progress made in relation to the Non-Transport Skills Capital and Economic Development & Regeneration (ED &R) programmes

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.

CONTACT OFFICERS:

Steve Warrener 07711819301 steve.warrener@tfgm.com

Simon Nokes 07810528485
Simon.Nokes@greatermanchester-ca.gov.uk

Phil Havenhand 07818046368 phil.havenhand@tfgm.com

1. INTRODUCTION

- 1.1 The Local Growth Deal (LGF) 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 completed on 31 March 2021, with all of the LGF grant spent by this date, in line with the grant conditions.
- 1.3 The projects which remain to be completed beyond March 2021 will be funded by utilising non-Growth Deal funding. This will be achieved through using the local flexibility written into LGF under the 'Single Pot' principles following the GMCA approval of the introduction of additional projects into the LGF programme. Recycled funding from these projects will be utilised to complete the full LGF programme.
- 1.4 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 fifteen schemes, delivered either by TfGM or Local Authority Partners.
- 2.2 Twelve of the Growth Deal 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.
- 2.3 Since the November 2020 update, the Oldham Town Centre Regeneration GD3 scheme has achieved Conditional Approval and phased Full Approval for the first package of works which is now on site.
- 2.4 Five Major schemes, Wigan Bus Station, MSIRR Regent Road/Water Street, Wigan A49 Link Road, Ashton Interchange and MSIRR Great Ancoats Street are now complete. Works are progressing on the Salford Bolton Network Improvement Programme (SBNI), Stockport TCAP projects, Rochdale South Heywood Link Road, A5063 Trafford Road scheme (Salford), Oldham Town Centre Regeneration/Accessible Oldham and the final element of the Metrolink Service Improvement Package. Advance works are progressing on the Wigan M58 Link Road and Stockport Mixed Use Development schemes. Salford Central Station and Carrington Relief Road are in the final stages of development prior to moving into delivery.

3. INDIVIDUAL TRANSPORT SCHEMES UPDATE

- 3.1 Work to deliver 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 works started on site in September 2020 and the Growth Deal elements of the works are expected to be completed by spring 2022.

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 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 2022.

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 in 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 were substantially completed in February 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, including utility diversions and accommodation works, and these works are progressing well. Complexities in agreeing an appropriate design solution for the Network Rail structure affected by the link road have impacted the timescales for delivery. The Council has appointed technical experts to progress the detailed design of the scheme. A Full Approval Business Case will be submitted once the necessary powers and consents have been obtained, currently scheduled for spring 2022.

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, 46 works packages have been completed and construction is progressing well on 2 further works packages. Wayfinding for the whole TCAP programme is also currently being rolled out. One work package is currently at the final design development stage. All Growth Deal works packages were 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.

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, and the temporary bus station construction works are currently being progressed. These works are due for completion in summer 2021. In addition, a temporary Travel Shop has been created and is now operational within an existing unit within the Mersey Square shopping precinct. Further enabling works are planned to commence on the main site in due course in parallel to Full Business Case submission that is currently scheduled for summer 2021, ahead of Main Contract award, currently scheduled for autumn 2021.
- 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 being delivered via 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. The SBNI delivery packages are being delivered through a phased approval and delivery approach under the Growth Deal Minor Scheme Governance arrangements, as previously agreed.
- 3.23 Works on the Bolton Delivery Package 5 Phase 2 (Newport Street junction) were completed in winter 2020 whilst works on Bolton DP5 Phase 2 (Newport Street Interchange) are scheduled to start in spring 2021 and are currently

scheduled for completion in summer 2021. Works on the Bolton DP 5 Phase 3 (St Peters Way junction) commenced in winter 2020 and are anticipated to be complete in summer 2021.

- 3.24 Works on the Salford Delivery Package 6 (Madams Wood Road) were completed in winter 2020 whilst works on Delivery Package 4 (Pendleton) and Delivery Package 3 (A666) are ongoing and are anticipated to be completed in summer 2021. Works are ongoing to finalise the development of the remaining reserve schemes within the programme with an overall programme completion currently forecast for spring 2022.
- 3.25 The status of all the delivery packages of work making up the SBNI programme is set out at Appendix A to this report.

Metrolink Service Improvement Package

- 3.26 Following the granting of Full Approval for this package of works in summer 2014, all of the 16 trams funded from the Growth Deal programme 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 commenced in January and is expected to be completed later this year.

A5063 Trafford Road Improvements

- 3.27 The scheme was granted Full Approval and funding in June 2020, in line with the agreed Growth Deal governance arrangements.
- 3.28 Salford City Council (SCC) contracted vegetation clearance works in January 2020 and a second package of enabling works commenced in June 2020 to carry out advanced utility diversion works, clearance of advertising units and installation of temporary CCTV for traffic monitoring/control.
- 3.29 SCC awarded the main works contract in July 2020, with access to site granted at the start of November 2020. The contractor has completed the management of the remaining utility diversion works and commenced full site clearance works. Work has also started to temporarily relocate traffic signal equipment to enable construction of the new junction configurations.
- 3.30 Works are currently programmed for completion in spring 2022.

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, which 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 being adopted for Salford Bolton Network Improvement programme. Conditional Approval status has now been achieved for the full programme, and a mini-business case approved, subject to cost certainty, for the first of three works packages. The first package has been substantially delivered, with all work on all three schemes in the first package due to for completion on site in early April 2021. Mini business cases for the remaining two packages are being developed.
- 3.33 Oldham Council will be entering into a Strategic Partnership Agreement with a delivery contractor for the remaining works packages. This opportunity has been advertised and expressions of interest are currently being evaluated. The target date for an Agreement to be in place is the end of May with a view to work commencing on site in summer 2021 and being complete by spring 2022.

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 risks and issues are identified and mitigated. As a result, the Major schemes programme has spent the remaining grant within the Growth Deal funding period to 31 March 2021. The projects

which remain to be completed beyond March 2021 will be funded by utilising non Growth Deal funding as set out in paragraph 1.3.

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. SCOOT and MOVA are methods of optimising traffic signal timings using live traffic flows. SCOOT is used for networks of adjacent signals and MOVA is for stand-alone isolated signals.
- 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 have been approved by GM Transport Strategy Group (TSG). This means that 55 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.
- 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 12 of the 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 has spent the remaining grant within the Growth Deal funding period to 31 March 2021. The projects which remain to be completed beyond March 2021 will be funded by utilising non-Growth Deal funding as set out in paragraph 1.3.

6. NON-TRANSPORT UPDATE

- 6.1 GMCA’s Skills Capital 2017-2020 Programme has now completed its commissioning. The £79 million programme has now been allocated to 14 FE Capital projects, seven of which have now been completed and seven of which

are in delivery. All projects were expected to have completed or made significant progress towards completion by the end of 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, following completion.

6.2 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 and the Manchester College City Centre Campus Digital & Creative Centre are both in delivery and making good progress for 2021/22 opening.
- Handover of Oldham College's Construction Centre of Excellence took place on 26 March 2021. Works are now underway to fit the new premises for students to benefit from later this year. Students will be taught technical trades and higher professional skills right through to degree level.
- Work is also progressing on Bury College's health innovation STEM centre and on the 2 final round 3 projects, Hopwood Hall Engineering Centre and Bury College improvements.

6.3 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 have now either completed or made significant progress prior to the 31st March 21 deadline. We have an established programme monitoring function in place to monitor the agreed outputs of our investments for the next 3-5 years, following completion. By the end of March 2021 all projects have either completed or made significant progress.

6.4 ED & R Delivery highlights to date include

- Investment in equipment at the 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.

- The University of Manchester's Christabel Pankhurst Centre that will be investment in the development of advanced health materials, digital technology and precision medicine; the virtual Institute was officially launched in January 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.
- 6.5 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 2300 enterprises and created more than 900 jobs.
- 6.6 Monitoring of the LGF non transport projects is ongoing with 2021 being a key year for completion of some major capital projects.

7. RECOMMENDATIONS

- 7.1 Recommendations are set out at the front of this report

Appendix A

SBNi individual Delivery Package current status

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 (4 Phases)	Cycling and Walking and Capacity 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	Delivery
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	Complete
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	Delivery
PDP2 - SCOOT Bus Priority	Traffic signal bus priority upgrades	Delivery



GM LOCAL ENTERPRISE PARTNERSHIP BOARD

SUBJECT: Business Rates Funded GM Business Productivity, Innovation & Inclusive Growth Programme – Phase 2: 2021-2023

DATE: 20th April 2021

FROM: Mark Hughes, Group Chief Executive, Growth Company

PURPOSE OF REPORT

To provide GM LEP with a programme overview and outcomes for GMCA business rates 21-month funding of the Growth Company's extension of the Business Productivity, Innovation and Inclusive Growth Programme (BPIIG) via GC Business Growth Hub (GC BGH) to June 2023 (financial close September 2023).

RECOMMENDATIONS

The LEP are asked to:

- Note and comment on the report
- Endorse the Programme and Outcomes

CONTACT OFFICERS

Mark Hughes, Group Chief Executive, The Growth Company

Mark.Hughes@growthco.uk

EQUALITIES IMPLICATIONS

- The programme of work to be undertaken will support GMCA and LEP in tackling inequalities and encouraging economic growth by championing diversity, inclusion and equal opportunities.
- Delivering inclusive growth and tackling inequality across GM, including working closely with the Good Employment Charter team, and GC Employment and Skills teams. GC BGH captures and monitors EDI data of businesses and individual employee beneficiaries to understand the impacts of delivery. Over the last 12 months, 16.5% of businesses supported have been ethnic minority led (6.3% of UK businesses are ethnic minority led) and 22.5% of businesses have been female led. 25% of business start-ups have been ethnic minority led and 56.5% being

female led, and of jobs created, as a result of our support, 25% have gone to ethnic minority candidates and 54% to females.

- In the extension programme we will have an enhanced focus on diversity to provide an inclusive approach to engaging businesses to deliver equality of opportunity for all businesses and individuals looking to start a business by including dedicated resource to target and provide specific support to diverse businesses, to give greater focus towards the third sector, and support SME procurement along with a Lead for Social Value who will support businesses to help them focus on this area along with ensuring our staff are fully trained and knowledgeable in this area.
- As part of the Growth Company, the GC Business Growth Hub is committed to delivering 10 EDI pledges published on its website and will shortly appoint an Equality & Diversity Specialist who will review GC's service design and delivery, with recommendations made to the GC Board.

CLIMATE CHANGE IMPACT ASSESSMENT AND MITIGATION MEASURES

The Programme will:

- Increase awareness of GMCA, Local Authority and GM LEP's roles in encouraging businesses to address, and mitigate against, the impact of climate change. GC champions measures that will enable GM to achieve its ambition of carbon neutrality by 2038.
- Directly focus on supporting companies that are specialists in low carbon technologies, including the creation of such companies and those diversifying into the sector or through dedicated resource, the encouragement of companies to focus on becoming net zero.
- Proactively support businesses with a resource efficiency review that identifies opportunities to save carbon, cut energy, materials and water consumption, and reduce waste from existing processes.
- BPIIG is delivered by the GC Business Growth Hub which, as part of the Growth Company, has elevated its ambition to become NET-Zero Carbon as one of its 11 Priority Outcomes in its 2021/22 Business Plan, via offsetting residual carbon. The Growth Company has achieved net Carbon zero for 2019/20 and 2020/21 (Gold standard verified to our Scope 1 and 2 activities) and continues to work to further reduce its remaining carbon footprint.

1. Introduction

In 2017, GMCA invested £26.1M into GC Business Growth Hub (GC BGH) via the Business Productivity and Inclusive Growth Programme (BPIIG), leveraging £21M of ERDF (and partner match) to create a £47M programme.

BPIIG supports businesses to start, grow and develop through innovation, digitalisation, access to finance, leadership/workforce development, investment, internationalisation and resource efficiency/ carbon reduction.

As part of its 2020/21 budget process, the GMCA has agreed an additional funding allocation of £7.4M which will extend delivery of the programme to June 2023 (with financial close September 2023) and leverage additional funds from ERDF of £7.2M and additional public/private match of £2.2M to create a full programme value of £16.9M. In addition to this, there is an opportunity to access a further £700k of retained business rates which has been agreed to further develop a Greater Manchester branded Leadership and Management programme (this can be matched with ERDF funding to create a total of £1.4m). To reflect an increased focus on innovation, the next phase of the programme will be named the Business Productivity, Innovation and Inclusive Growth Programme (BPIIG). Innovation, along with productivity and inclusivity will be a thread which will run through all GC BGH programmes.

An investment from GMCA of £7.4M presents a pro rata reduction in CA funding of c50% and reduces the ability to leverage other funds such as ERDF. This will remove some key GC BGH services, whilst reducing others. Reductions in overall funding also significantly reduce our ability to flex and respond to local needs, as GC has done throughout the COVID-19 pandemic. To seek to mitigate this, the method of delivery will focus on:

- retaining client facing resources and increasing their efficiency;
- greater use of online delivery (both light touch enquiry and one to one/cohort delivery, whilst remembering the vital role of direct human interaction);
- increased use of one to numerous mode of delivery; and
- increased leverage of partnerships across the public and private sector.

We will be working to secure other funding to address this shortfall and address the real economic/business challenges such as the Shared Prosperity Fund and levelling up funding and welcome GMCA and GM LEP support to achieve this.

This paper sets out the:

1. Key benefits of the programme aligned to the GM Strategic Context
2. Value of the current BPIIG to the GM Economy and Existing Return on Investment (ROI)
3. Impacts of COVID-19 and changing operating environment; and
4. Refreshed Phase 2 programme outputs that better reflect the GM Economic Vision and priorities
5. Governance of the Programme including measuring performance & evaluation

2. Supporting Delivery of GM's Strategies

Ensuring that GM has a resilient business base, with innovative and inclusive businesses and leaders, will significantly contribute to GM's economy and directly align with the GMS, GM's COVID-19 one-year recovery plan, LIS and Economic Vision (For detail see Annex A).

These GM strategies are directly supported via the extension of this programme, as outlined in detail in the Programme Objectives and Outputs sections.

Key benefits of the BPIIG Programme extension include:

- A strong sector-focus – designed to boost internationally competitive and innovative businesses in GM's LIS transformational sectors (e.g. Health and life sciences, manufacturing materials, DCT and green technologies) together with those in foundational sectors and in high employment.
- A core focus on inclusivity – GC BGH works closely with LAs, key stakeholders and partners across all 10 Local Authority areas to ensure delivery is in line with the business base and is tailored to local economic and social need. GC BGH works collaboratively with LAs, to support all districts to drive growth, innovation and capitalise on their local distinctiveness, strengths and comparative advantages. GC BGH also provides ongoing support to individuals and communities, focusing on; health, wellbeing, employment, and job stability, social-standing and development.
- A core focus on Innovation - GC BGH will continue to support product and service innovation and make simpler access to HEI knowledge and facilities through jointly funded GM university posts that match client needs to the relevant university expertise. COVID-19 has helped stimulate SME innovation and we have experienced all-time interest in digital transformation (39% increase), sustainable growth and innovation funding to support R&D (40% increase), and interest in our Innovation Voucher Scheme is currently outstripping supply. In response to this and GM ambitions our Innovation Service has developed the Digital Springboard and the new Innov8 programme with Cohorts at capacity and 100% attendance.

The Hub's innovation service focuses on the LIS sectors of DCT, green technologies, health innovation and manufacturing/materials. This also includes dedicated access to specialist hubs and services via The Landing, Ashton Old Baths, Energy House at the University of Salford and Print City at MMU, and further discussions will take place regarding embedding with any new local/specialist innovation hubs.

- Inclusive Growth – this underpins every aspect of GC BGH's programmes, developing a clear framework of support that upskills both advisors, wider staff and SMEs through 1-2-1 and workshop engagement, building knowledge and awareness on a range of topics whilst also embedding this knowledge into processes in workforce development, recruitment and retention. Themes include volunteering, modern slavery, skills development, diversity, GM Good Employment Charter engagement, Real Living Wage, Health and Wellbeing, female entrepreneurs, ethnic minority entrepreneurs, engaging with schools through Bridge GM to promote entrepreneurship and over 50s support.

Core outcomes for priority groups include: 25% of GC start-ups are ethnic minority led businesses (compared with 6.3% of UK SMEs) and 56.5% of are female led businesses (15.5% of UK SMEs are majority female-led). 25% of jobs created were filled by people from a ethnic minority background (14% UK population are from an ethnic minority).

- Achieve GM's 2038 carbon neutral ambition. BPIIG has embedded the award-winning Enworks programme which offers companies a resource efficiency review that identifies opportunities to cut energy, materials and water consumption, and reduce waste from existing processes. BPIIG also has a sector development programme for the green technologies and services sector that helps companies identify and tackle barriers to growth and provides access to supply chains. Our

environment ambition is also supported by the innovation service which enables businesses to access the latest research in universities and other research institutions. This includes identifying opportunities for eco-innovation, helping to develop new products and services and enabling the application of eco-processes and materials. It also includes advice on considering the circular economy business model and help to gain a clear understanding of global environmental pressures and regulations.

- A more sector led focus on enterprise to ensure that we are supporting the development of higher growth focused start-ups in areas such as digital, creative and tech, green technologies and health and life sciences and ensuring we are able to support these businesses to scale through enabling them to access the right finance, understand and access market opportunities and be supported through our innovation services.
- Supporting an enhanced focus on key priority areas for GM by including dedicated resource to target and provide specific support to diverse businesses, additional resource to ensure we can give greater focus towards the third sector, and extra resource to support SME procurement along with a Lead for Social Value who will support businesses to help them focus on this area along with ensuring our staff are fully trained and knowledgeable in this area.
- Supporting recovery and resilience: COVID-19 – GC BGH has taken a key delivery role in the region’s response to COVID-19 and GM’s one-year recovery plan. GMCA’s investment in BPIIG enabled the GC BGH to take a leading role in GM’s response to COVID-19. GC BGH rapidly changed the way in which all services were delivered: programmes, events and one to one support immediately shifted to virtual delivery; the GC BGH Enquiry Team opening hours were extended to 6 days a week; and the “Strive & Thrive” series of workshop style webinars was developed to help companies develop a plan to respond to the economic situation. GC produce a weekly SitRep report which is fed into GM resilience forums. To date, over 4,850 firms in total have responded to the survey since its inception on 10th March 2020, and over 7,000 surveys completed during that time, providing the most comprehensive coverage in the UK. A dedicated COVID-19 landing page was developed to provide information on the support available. To 1 Mar 2021, there have been circa 510,000 unique visitors to the GC BGH website with the COVID-19 pages seeing over 175,000 unique visits. Building on this, further funding would allow for continued support beyond the end of the current programme, enabling businesses to survive and thrive as the future landscape emerges. This will build on learning from ongoing surveying of GM businesses (redesigning, channel-shifting and digitising of core services and pro-active outbound campaigns reaching 27,000 businesses. See Annex B for details of COVID specific support delivered by GC BGH and the Growth Company.
- Providing GM with a vital strategic, agile and responsive capability – supporting GMS delivery; Digital Blueprint; 5 Year Environmental Plan; Internationalisation Strategy; work and skills priorities; and reacting to real-time business challenges (e.g. Floods, Thomas Cook, Shop Direct and Brexit) and integrating new national and local initiatives, simplifying access for businesses.

3. Value of Business Support to the GM Economy and Existing Return on Investment (ROI)

Midterm independent evaluations of core elements of the BPIIG programme found:

- GC BGH is demonstrating strong performance throughout its BPIIG programme, with net impact of £5.58 for every £1 invested. Most outputs are exceeding contractual targets including; entrepreneurs supported (125%); job created (112%); business start-ups (124%); and, business annual reduction in greenhouse gases (131%). Currently business assists are at 98% of the contractual targets.
- The current 3-year BPIIG Programme is targeted with intensively supporting 1,300+ entrepreneurs and 3,640+ companies, creating 2,400+ jobs and reducing greenhouse gases by 5,735 tonnes.
- The current programme is responsible for 90% of the GM ERDF reductions in greenhouse gases (carbon reductions).
- Despite the pandemic, it is anticipated that the BPIIG performance will continue to be strong and most targets will be exceeded or achieved including entrepreneurs supported, business start-ups, and, reduction in greenhouse gases.
- The service also has very high customer satisfaction with 93% willing to recommend the services, 90% agreeing that they and their Adviser had been well-matched and 80% of survey respondents rating the quality of the support they had received as either Excellent or Good. Also, 50% of businesses reported that they now employ more people than when they received the support offered.
- The geographic distribution of service take-up broadly follows the overall profile of GM business base density.
- This BPIIG programme has also been a platform to secure additional resources for GM as a result of GC BGH's delivery track record and national standing e.g. DCMS investment of £1.3M for the Creative Scale Up programme, £331K from BEIS to support the co-ordination of Growth Hubs response to EU Exit Programme, £230K for supporting medical device innovation, a funded post with the Intellectual Property Office for GM and £8M to deliver the Self Employment Pilot. It has also supported SMEs to accelerate innovation by helping them access facilities such as Cyber Foundry, Print City and The Landing and providing routes to research and technical expertise.
- The BPIIG programme underpins the work of the GMCA / GMLEP on key strategies and policy responses, including but not limited to:
 - support for overall strategy development, including providing business facing insights and proposed policy responses to GMS and LIS.
 - representing GM in national and regional forums such as Chairing and running the Northern Powerhouse Growth Hub Network.

- supporting the delivery of skills priorities by actively supporting Bridge GM and delivering the start-up pods in schools programme, which was championed by the Mayor.
- supporting Greater Manchester's response to EU Exit and EU Transition.
- playing a central role in the delivery of the low carbon plans for Greater Manchester.
- helping to develop and deliver Greater Manchester's Digital Blueprint.
- supporting Greater Manchester's research and insights programme through the delivery of the GM Business Survey.

Additional key attributes of the programme include:

- Commitment to *inclusive growth*, demonstrated through the establishment of; the Greater Manchester Good Employment Charter, bi-annual modern slavery workshops (partnering with the Slave Free Alliance), inclusive local supply chains and support for the over 50s via a partnership with the Ageing Hub.
- Support for targeted priority groups: 25% of GC start-ups are ethnic minority led businesses (compared with 6.3% of UK SMEs) and 56.5% of are female led businesses (15.5% of UK SMEs are majority female-led). 25% of jobs created were filled by people from a ethnic minority background (14% UK population are from an ethnic minority).
- A place-based approach, ensuring businesses across a range of sectors and local authorities are supported to strengthen the economy across the city-region.
- Vital strategic, agile and responsive capability to support GM: GMS delivery; Digital Blueprint; 5 Year Environmental Plan; Internationalisation Strategy; work and skills priorities; and real-time business challenges (e.g. COVID-19, Floods, Thomas Cook, Shop Direct and Brexit).

4. COVID-19 Impacts on Business Support: Changed Future Focus

The Growth Company has tracked both business and labour market impacts of the pandemic since early 2020. The pre-existing business survey was enhanced early on to ensure that ongoing support could be effectively targeted, and to date has had 7,000 responses, including repeat surveys. This output has contributed to several other reports, including: an economic Situation Report (SITREP) for GMCA, the GMCA economic resilience dashboard for Greater Manchester, fortnightly briefings to Local Authorities and GM Economic Resilience Task Group, and weekly headlines submitted to the Department for Business, Energy and Industrial Strategy and Secretary of State.

The intelligence clearly highlights both challenges as well as opportunities for growth in Greater Manchester's economy. The main areas of growth during the pandemic in Greater Manchester include digital & communication technologies and software services, life-sciences and health innovation, and education-technologies. More broadly, the latest survey findings show that just under a fifth of firms are reporting an

increase in sales, two-fifths expect profits to significantly increase in the year ahead, and just under a third expect the UK to fully recover in under 3 years.

Digital industries, in particular: e-commerce; fintech, cyber security, AI & data/software services and development, have seen a significant increase in demand driven by the pandemic. There has been a clear acceleration of digital transformation across many industries as firms seek to change their business model, reduce operating costs, and to better reach both existing and new customers. There has also been a similar rise in demand for the use of digital integration, data and artificial intelligence. Whilst this creates some new risks around cyber security, it is also driving demand for these services – both within the Growth Company and across the local economy. All GC BGH client facing staff are participating in a week's cyber resilience training programme fully funded by BEIS.

Areas of healthcare, particularly those related to COVID-19 – including diagnostics, life-sciences R&D and manufacturing and digital health – have seen significant growth in recent months. This will have a lasting impact in terms of demand that goes beyond the immediate pandemic as demand is maintained for certain products and services to track and mitigate risks of infection. Further, behavioural change enforced by the pandemic will not necessarily revert to pre-pandemic trends – the increased use of digital health products is one example. To ensure continued support for such areas, GC BGH will employ a dedicated life-sciences Advisor in addition to partnership support through Health Innovation Manchester.

Survey and Advisor feedback also suggests that food manufacturing has seen an increase in activity as companies look to build resilience in UK supply chains. This reflects a rising interest in reshoring parts of operations in order to mitigate the risks linked to both global logistics disruption and the transition from the European Union. GC BGH will be continuing with the Recipe for Success cohort programme which focuses on supporting this sector.

The survey has tracked some of the harder impacts of the crisis, including those affecting the bottom line of local companies, and workforce resilience. In the four weeks up to the beginning of March this year the three main impacts facing businesses were decreased sales (59% of all respondents, vs 90% during the pandemic peak summertime last year), challenges travelling to see clients (29% vs 40% back in April/May), and cashflow problems (currently 20%, vs 40% prior to support). The latter risk has been suppressed by the introduction of many support schemes, including government backed loans and furlough support. The easing of support (timing and scale) is likely to have varying effects on sectors and places across Greater Manchester depending both on the impact of the announcements made in the Budget, as well as different sectors ability to return to full operation.

Certain sectors have felt the impact of the pandemic more acutely, in particular creative and cultural services, and tourism, hospitality and leisure/sport. These sectors will continue to require significant support to help them recover. During the pandemic, Marketing Manchester and GC BGH have worked together to create the Tourism, Hospitality and Leisure Hub to ensure that affected businesses can quickly access the support they need, as well as connecting businesses with Access to Finance

specialists for the sector, to help businesses understand their finances, look at cash flow, and help identify sources of finance. For the self-employed, freelancers or people working in the gig economy, GC has also provided access to the Enterprising You Programme.

The survey has highlighted that the main areas that businesses are requesting for future support (as well as continued advice on guidance on access to finance and managing company finances) are focused upon the adoption of digital technologies and digital transformation, growing the customer and supplier base and managing supply chains, and workforce development to mitigate the challenges around matching skills to business objectives. The main labour and skill shortages have been experienced in marketing and sales, and digital technology roles.

The survey findings since the start of 2021 suggest that 80-90% of firms are not currently planning any redundancies, and around 20% are currently recruiting staff – mostly in experienced marketing & sales and digital technology roles.

Activity that GC BGH has undertaken to date to support GM's response to COVID-19 is outlined in Annex B.

Recovery & Building Back Better – Supporting GM's Economic Recovery

The global pandemic has both shone a light on, but also exacerbated, the economic inequalities that exist in society and has led to reflection by both politicians and business leaders alike on what a fairer, more inclusive and more sustainable society and economy could look like post-pandemic, with the aim to “build back better”.

All future activity has been built around the pillars of ‘Build Back Better’, GMS and the LIS; encouraging clean growth, digitisation, health innovation and advanced materials and manufacturing support.

The programme will build resilience across GM, focussing on supporting and enabling companies to innovate and plan more effectively for the future, whilst maintaining the health and wellbeing of their workforces.

The extended programme will also introduce new approaches to supporting the foundational economy, specifically construction and hospitality, leisure and tourism. A new dedicated resource will be created focusing on the social enterprise and co-operative sectors; this workstream will also support the priorities emerging from GM Social Enterprise Advisory Group.

In addition to supporting businesses to grow and create jobs, it is imperative that businesses are supported through periods of uncertainty to safeguard jobs and effectively plan for the future. Given the work taking place to enable this, future reporting within BPIIG Phase 2, will also include jobs safeguarded/projected jobs safeguarded.

To ensure that all programmes are fully accessible and adapted to meet the needs of under-represented and hard to reach groups or individuals, GC BGH is also enhancing data collection relating to wider impacts, to include more in-depth data collection relating to additional impacts, particularly around:

- More detailed ethnic minority data collection
- Supporting businesses to reduce zero hours contracts
- Encouraging the uptake of using GM suppliers
- Supporting businesses to pay the real living wage
- Encouraging businesses to do more voluntary work
- Supporting businesses to employ more locally

5. Programme Outputs & Outcomes

Ultimately, the key benefits of the programme will be to significantly contribute to GM's Vision and GM's post COVID-19 recovery plan.

The 21-month programme will also be independently evaluated at the end of the programme.

The extension of the programme, to June 2023, will engage with 8,100 businesses, support 2,700 businesses and enable over 1,350 more businesses to be intensively assisted, as well as an additional 200 entrepreneurs assisted to be enterprise ready, a further 800 ERDF compliant jobs to be created and 1,200 projected jobs safeguarded. In the current programme's mid-point evaluation, 50% of all businesses had increased their staffing numbers since the start of their support through the programme.

GC BGH will integrate inclusive growth outcomes throughout the programme by: helping businesses reduce dependence on zero-hour contracts; encouraging businesses to pay at (or above) the real living wage; increase the use of GM suppliers; and promoting employee volunteering to meet GM objectives.

A further focus will be to create greater awareness of all GC BGH provision to ensure that we reach businesses who would not ordinarily look to access business support.

GC BGH will continue to flex activities to meet the emerging challenges as the economy transitions out of an unprecedented period of uncertainty and we look towards re-establishing growth.

An overview of the focus of BPIIG 2 is set out in Annex C and includes:

Themes	Sectors	Universal & Reach
Innovation	Green Technology and Services	Inbound inquiries and website
Digitalisation	Digital, Creative and Technology	Account Management
Climate Change & Resource Efficiency	Manufacturing	Social Enterprise/ Third Sector
Leadership & Workforce Development	Health Innovation and Life Sciences	Procurement
Ethic Communities Inclusion	Foundational Sectors	Partnerships
Access to Finance		

Growth and Access to New Markets		
Start-up		

Changes to the BPIIG Programme

To reflect the reduction in resources and realignment, we will need to stop a number of programmes.

Activities not extended:

- Support for those wishing to develop a livelihood style start up business. The current start-up programme provides enhanced support to those on the DWP New Enterprise Allowance programme to ensure they are able to set up, sustain and grow livelihood type businesses. This currently supports c 1,300 individuals. Support will still be available to individuals wishing to establish a livelihood business in Greater Manchester through the NEA programme and organisations such as Princes Trust and the Women’s Org. Once trading, support is available through the GMCA funded Enterprising You programme.
- Amplify (a scale up programme for the digital and creative sector which acts as a follow on from the Greater Connected programme which will be maintained). The core DCT scale-up and other mainstream activity will continue. BGH will also investigate alternative delivery models for Amplify including client fees and partnering with other organisations.
- Manufacturing Growth Fund which provides small grants for manufacturing companies.
- We will also need to seek alternative funding for programmes and flagship events such as Venturefest.

Activities will be reduced because of reduced staffing resource across all of our programmes and services with the main areas impacted being:

- Merging of Large Company and SME Account activity
- Access to Finance - a greater focus will be spent on one to many activities
- Global Scale up - To mitigate this, the programme will continue to work with partners such as KPMG, Santander and will be delivered by an inhouse team. This programme already works closely with the Department of Trade team and further synergies will be explored.
- Made for Manufacturing will reduce its resource and will be delivered by our internal team. It will leverage our Manufacturing Champions network for the sharing of best practice and factory tours along with continuing to work closely with Made Smarter.
- Leadership and Management will be significantly reduced to just Mentoring (subject to the further negotiation with the CA and the 4 GM Business Schools for additional L&M funding). If this funding is agreed, GC BGH and the GM Business Schools will create a Greater Manchester branded leadership and management programme and will work in partnership to ensure that GM businesses are able to access face to face and online provision to develop their leadership capabilities.
- A significant reduction of the marketing budget.

The table below shows current staffing resource and the plans for the extension project on a pro rata basis.

Area	Pro Rata Current Staffing Resource	Pro Rata Future Staffing Resource	% point difference
Management Team	5.1%	3.1%	-2.0%
Operations, Quality and Finance	15.3%	12.5%	-2.8%
Digital Transformation	0.0%	1.5%	1.5%
Intelligence	1.5%	2.00%	0.5%
Account Mgt.	11.9%	10.0%	-1.9%
Client Engagement and Universal Support	6.2%	6.2%	-0.1%
Champion Roles - Social Value, EDI, SME Procurement & Third Sector	0.0%	3.9%	3.9%
Growth and Start-up	9.6%	10.0%	0.4%
Access to Finance	5.7%	3.5%	-2.2%
Leadership, Management and Workforce Development (inclusive of additional funds)	5.9%	5.8%	-0.2%
Manufacturing	5.1%	5.0%	-0.1%
Resource Efficiency	5.7%	5.4%	-0.3%
Green Technology Sector, Eco Innovation and Net Zero	4.9%	8.0%	3.2%
Digital, Creative and Tech Sector & Global Scaleup	4.5%	3.9%	-0.7%
Digital and Innovation	8.5%	9.3%	0.8%
Workshops & Programmes	2.8%	4.6%	1.9%
Marketing	7.4%	5.4%	-2.0%
TOTAL	100.00%	100.00%	

Figure 1: 21 Month Inclusive Value Outputs

Output	BPIIG Phase 2			
	Jan 22 – Mar 22 target yr 1	Apr 22 – Mar 23 target yr 2	Apr 23 – Sept 23 target yr 3	21 month total (18 month Delivery)
GMBS Core KPIs (Inc Partners)				
Businesses Assisted	204	883	271	1,358
Jobs created	120	518	159	797
New business start ups	16	66	18	100
Entrepreneurs supported	30	130	40	200
New products to firm	17	74	23	114
No of R&D Collaborations	4	16	6	26
Greenhouse gas reduction (tonnes)	511	2,213	681	3,405

6. Governance, Measuring Performance & Evaluation

The programme will be monitored through the Growth Company's established procedures:

- Quarterly reports to the Business Support & Business Finance Advisory Board
- Quarterly reports into the GC Board
- Annual reports GMCA, GMCA Growth Board & Scrutiny Committee and GM LEP

GC BGH is fully accountable to both the LEP and GMCA to ensure that we are fully aligned to the work of both around business support and growing GM's economy across each of the 10 Local Authorities. This is also supported by the Business Support and Business Finance Advisory Board (drawing from the private and public sectors and includes the GMCA Economy Lead CX).

Day-to-day project management is the responsibility of the Project Executive Team at The Growth Company, who will be ultimately responsible for monitoring the financial and delivery performance of the project, including monitoring, reporting, evaluation and value-for-money and project claims.

Annex A. Aligning Programme Activity to Key GM Ambitions

This programme seeks to balance ambition with realism to enable GM to grow back and support economic recovery, protect its hard-won reputational gains to date, achieve recognition as a global city region, and deliver on its key strategic ambitions set out in GM's Economic Vision, LIS, Internationalisation Strategy, 5 Year Environment Plan and Digital Blueprint.

Programme activity will be reviewed regularly to respond to the changing environment and will be aligned to support GM's developing ecosystem:

Theme/Deliverable	Activity
<p>Securing R&D investment in our global assets and translational activity across GM to drive national and local growth: <i>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.</i></p>	<p>Innovation GM:</p> <ul style="list-style-type: none"> • By 2022/23, the programme will enable GM to capitalise on its innovative R&D assets by bringing together key partners to bridge the gap between knowledge, academia and commercialisation; supporting businesses with product and service development, and collaborating with the research and knowledge base to carry out proof of concept, proof of market, 3D design and prototyping, technical testing, evaluation and validation studies. <p>Driving public-private collaboration and investment through the GM Local Industrial Strategy:</p> <ul style="list-style-type: none"> • Supporting businesses to access funding, technical expertise to accelerate market entry and commercialisation into complex markets such as the NHS. • Collaboration with key partners (Graphene Engineering Innovation Centre (GEIC), Henry Royce Institute and Health Innovation Manchester (HInM)) to support businesses to develop new products and services and support increased sales.
<p>Supporting a culture of business innovation: <i>Driving the innovation adoption of all firms in Greater Manchester to achieve a productivity uplift at scale with digital activity at its heart.</i></p>	<p>Business Productivity and Inclusive Growth Programme (BPIIG), helping to protect companies and jobs now and with recovery/change:</p> <ul style="list-style-type: none"> • BPIIG is delivered by GC BGH and a range of delivery partners. This programme includes support for GM businesses such as: Innovation and Digitisation; Access to Finance; Sector (DCT, clean tech, life sciences and manufacturing) and Business Growth Support; Leadership, Management and Mentoring; Startup and Scaleup Support; Internationalisation; Resource Efficiency and Carbon Reduction; along with specific support around how businesses can grow more inclusively.

	<ul style="list-style-type: none"> • A key focus of this programme over the last 12 months has also been to provide support for businesses impacted by COVID-19 around their recovery. <p>Creating a new generation of Leaders and Managers in GM – including a world leading programme of Female Entrepreneurship and increasing the number ethnic minority leaders:</p> <ul style="list-style-type: none"> • GC BGH’s Executive Development Programme (EDP) and Mentoring Programme delivers specialist bespoke leadership and management support to GM SMEs. Specialists deliver leadership support (1-2-1 and group cohort programmes) specifically tailored to businesses within digital, childcare and retail sectors and with a focus on supporting ethnic minority leaders to undertake leadership development. Tailored sessions have also been held encouraging mentoring to female entrepreneurs, attracting both new female mentors and mentees onto the programme. • GC BGH’s Digital, Creative and Tech Sector programmes (such as Greater Connected and Exceed) support leaders within the sector to innovate and confidently lead their businesses through ambitious expansion strategies both on a national and global scale. <p>Develop GM’s Innovation Finance Offer: Through its Access to Finance service, GC BGH offers:</p> <ul style="list-style-type: none"> • Specialist 1-2-1 support integrated with core GC BGH programmes, Step Into Healthcare and Creative Scale-Up. • Access to extensive and growing network of funders/funding support agencies both nationally and internationally. • Workshops promoting early-stage investment opportunities for innovative businesses. • Development of ‘innovation pipeline’ in collaboration with GC Angels private investment network.
<p>Growing an integrated pipeline for talent, skills & progression at all levels: <i>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</i></p>	<p>Creating a single Talent City Region system and supporting a targeted plan to: drive BRIDGE GM; tackle Digital Exclusion; support Apprenticeship placements in GM; and create a Kick Start Board. GC BGH provides two fully funded Workforce Development (WFD) programmes:</p> <ul style="list-style-type: none"> • The ERDF funded WFD programme looks to support GM SMEs with a wide remit of organisational development including but not limited to; organisational change, recruitment, induction and retention, people and performance management, employee engagement, motivation, and communication. • The ESF funded programme ‘Skills for Growth’ (SfG) SME support provides a full and holistic view of a company’s training and development needs to meet their growth

<p><i>businesses to invest in talent development.</i></p>	<p>ambitions. Skills Coaches (SC) work with business owners/senior managers to identify productivity ambitions and wider training needs which are then followed by the completion of individual skills plans for employees of that business. Once training needs have been identified, the SC accesses GM Skills Map (a training directory of all GM provision) to provide tailored solutions for that business from both funded and non-funded providers. Specialisms include apprenticeships, business change and health and wellbeing.</p> <ul style="list-style-type: none"> • Support is also available to all businesses on the SfG programme through Specialist Advisors. SfG also works in partnership with other funded programmes/initiatives e.g. Skills Support for the Workforce, EmployGM, Working Well/Early Help. • SfG will work with 4000 SMEs and 17,000 individual employees, support businesses to create 564 new apprenticeships and make 2000 referrals into Bridge GM and The Good Employment Charter by September 2023. • GC BGH People Skills and Talent Programmes incorporating EDP, WFD, Mentoring and SfG fully support Bridge GM, with 15 Advisors/Skills Coaches completing 350 hours annually to support as ambassadors within schools and businesses. • GC BGH is actively involved with the GM Digital Inclusion Taskforce through initiatives such as Digital Drive, and collaboration with Digital Boost and the Cyber Security Steering Group.
<p>Driving Good Employment: <i>Tackling inequalities, embracing diversity and balancing profit with people and sustainability. Supporting productive, job rich, fair employment - enabling people and employers to reach their full potential and 'level up'.</i></p>	<p>Supporting the Good Employment Charter 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> <ul style="list-style-type: none"> • GC BGH has integrated inclusive growth and diversity across all aspects of its programme delivery. During initial conversations with businesses, baselines are explored around what is done to support people within the business and wider economy. This includes reviewing pay against the real living wage, volunteering activity, use of local suppliers, diversity within the workplace and the employment of local staff. Activity in this area is actively encouraged with relevant support provided, such as becoming mentors for other businesses, supply chain development and the enhancement of positive work practices to benefit both the employer and employee. • A number of our programmes include support around health and well-being for staff such as our ERDF workforce development programme, Enterprising You and Skill for Growth. All of these programmes focus on enhancing diversity and inclusivity within the workplace, in addition to providing specific support for business leaders from diverse backgrounds.

	<ul style="list-style-type: none"> • The Enterprising You (EY) programme focuses on supporting those who are self-employed or in the gig economy earning less than the national average salary to focus on earning more money whether this be through growing their business or career development. • EY will provide information to 2000 businesses by September 2023. SfG and Enterprising You also have Health and Wellbeing Specialist Advisors which SME individuals are able to access to support them with ensuring they have employee well-being and mental health support in place for their employees. • Advisors also work to support and encourage inclusivity and diversity through working with other organisations i.e. to increase digital skills, diversity, raise awareness of modern slavery and with the Ageing Hub.
<p>Stimulating investment to create desirable places where people thrive: <i>Creating places where people want to live, work and invest and where people can thrive is vital to success.</i></p>	<p>Attracting private and VC investment into GM from organisations who share our aims, to support companies and place infrastructure:</p> <ul style="list-style-type: none"> • Through its Access to Finance service, GC BGH: <ul style="list-style-type: none"> ○ Offers engagement with the funding eco-system (funders, intermediaries and networks), at regional, national and international level. ○ Facilitates greater exposure geographically to GM based investment opportunities, such as through UKBAA DealShare platform. • A focal point of the Creative Scale-Up Programme is to showcase the Creative Sector businesses in GM and after helping them to get investment ready to educate and subsequently attract private and VC investment.

Annex B. Responding to COVID-19

GMCA's investment in BPIIG enabled GC BGH to take a leading role in GM's response to COVID-19. GC BGH rapidly changed the way in which all services were delivered: programmes, events and one to one support immediately shifted to virtual delivery; the GC BGH Enquiry service opening hours were extended to 6 days a week; and the "Strive & Thrive" series of workshop style webinars was developed to help companies develop a plan to respond to the current economic situation.

GM BGH Business Intelligence. GC produce a weekly SitRep report which is fed into GM resilience forums. To date, over 4,850 firms have responded to the survey since its inception on 10 March, and 7,000 surveys have been completed during that time, providing the most comprehensive coverage in the UK.

GM Business Organisation Representatives. GC increased the frequency of these meetings to weekly early in the pandemic; they are attended by the GM Chamber, CBI, FSB, NWBLT, pro-manchester, ICAEW, MakeUK, Manchester Hoteliers Association and GMCA, including the GM Mayor. They have provided a source of intelligence sharing and a mechanism to collectively lobby Government to address gaps in provision.

BGH COVID-19 website. A dedicated COVID-19 landing page was developed to provide information on the support available. To date, there have been over 508,500 unique visitors to the BGH website, with 18,652 unique visitors engaged with the site between 11 February and 24 February. To date, the COVID-19 pages have seen over 175,850 unique visits, with 4,589 unique visitors engaged with the site between 11 February and 24 February.

#HereForBusiness digital campaign. The #HereforBusiness digital campaign was launched in March 2020. This campaign has targeted business leaders across Greater Manchester, with messaging to showcase the value of Hub services. 156k users have been reached with content being displayed almost 2 million times since the launch of the campaign.

Outbound Contact Campaign. A pro-active outbound contact operation, supporting businesses to access and navigate the national COVID-19 offer of support, ensuring that GM is well placed to recover from the economic impacts of the pandemic. GC BGH reached out to over 13,000 businesses, of these, 2055 decisionmakers were offered information and support. This resulted in 503 businesses receiving in depth support and 716 new businesses receiving marketing updates moving forward.

Webinars. GC BGH has delivered a COVID-19 webinar series focusing on the emergency response, practical steps for the return to work across different workplace settings, mental health & wellbeing, skills & training, cyber security and the end of furlough.

Risk Assessment Tool. GC subsidiary CfA produced a downloadable risk assessment template, which aligns with the workplace settings Government has provided advice on. CfA also offer a paid for coaching option for businesses that need support in completing their risk assessment.

PPE. From mid-March, GC took on a leading role to source PPE to support GM's key services and key workers, working with the GMCA, NHS, Health & Social Care Partnership, GMP and other partners to co-ordinate efforts. As a result, GC has sourced 19M pieces of PPE equipment (and made considerable price savings on other routes).

EmployGM. Established with the GMCA and launched on 27 March, EmployGM is an integrated one-stop-shop platform for newly unemployed and furloughed workers. This includes a job portal as well as access to extensive advice and training support from across GM stakeholders (including GC). The site has seen 19,180 unique visits, with most individuals accessing vacancies directly with employers, along with other key services such as NCS, Job Centre Plus and vacancies in our Aspire service.

GC Business Finance. GCBF have been on the forefront as an accredited CBILS provider. £3m funding was also made available via the GMCA to be lent alongside NPIF capital under CBILS. CBILS enquiries have reduced significantly following the launch of the Bounce Back Loan scheme (BBLs) providing loans of up to £50k.

Access to Finance. The team have been providing support to a range of SMEs to help them work up business cases for accessing Local Authority Discretionary Grants. The team proactively reaches out to many SMEs who have not qualified for Business Support Grants ensuring that they were aware of qualifying criteria across all GM Local Authorities. Since lockdown started the team have helped 129 SMEs in GM to apply for £14.97M in funding across loans, grants and equity, of which, to date £9.34M has been approved, supporting 98 SMEs.

Tourism & Hospitality Support Hub. Marketing Manchester set up the Tourism and Hospitality Support Hub on www.MarketingManchester.com to signpost and connect the sector to advice, support and guidance across a variety of areas.

ANNEX C: CORE ELEMENTS OF BPIIG 2 PROGRAMME

<u>Sector</u>	<u>Description</u>	<u>How will this be delivered</u>
Green Technology and Services	GC BGH will continue to support the growth and diversification into the low carbon and environmental goods and services sector, to ensure it is best placed to both grow and support GMs environmental ambitions.	One-to-one support Cohort Programme Low Carbon Network
Digital, Creative and Technology	GC BGH will continue to support the sector through cohort programmes such as Greater Connected and Exceed with a greater focus on internal specialist teams delivering these to create efficiencies and ensuring the content is based on COVID recovery and growth – particularly through innovation and new market opportunities.	Cohort delivery model Some one-to-one support
Manufacturing	GC BGH will provide one to one and cohort support through specialist Manufacturing Advisors with a specific focus on high value business models, operational excellence, supply chain development, Ind 4.0, environmental sustainability, use of advanced materials and innovation links with universities. The programme will also leverage in support from champions within the manufacturing sector. The Manufacturing sector grants which have been available during the current BPIIG programme will no longer be available.	Mainly one-to-one Some cohort delivery
Health Innovation and Life Sciences	Enabling companies within the sector to create new products and services that GM can export, while simultaneously improving the health of the city-region's population. Health Innovation Manchester will continue to deliver the Step into Healthcare programme which	One to one support Cohort Delivery

	is aimed at supporting health and life sciences businesses access the NHS supply chains. In addition to this, GC BGH will appoint life sciences specialists to provide support for other health and life sciences businesses	
Foundational Sectors	The extended programme will introduce dedicated new streams to support elements of the foundational economy specifically care, construction and hospitality, leisure, tourism. Activities will be focused on developing higher value business models and key cross cutting themes of sustainability and workforce development.	Mainly cohort delivery model and some one-to-one support Workshops
Third Sector	A new dedicated resource embedded within the social enterprise and co-operative sectors including GM Co-operative Zone and GM Centre for Voluntary Organisations. This will tune 'mainstream' provision to specific interests of these sectors and also work with them to improve their understanding of viable and sustainable business models.	Mainly cohort delivery model and some one-to-one support
Universal Access	GC BGH will continue, at a reduced cost, to offer a universal service to all businesses across GM. Greater use of digital delivery (via new Puzzel omnichannel platform). This is light touch with online support, sector and thematic network events and workshops, brokerage, and onward referral to the Hub's business support partners. Clients will also have access to the Business Knowledge Finder, a navigational digital tool which will inform them of all of the support and funding available to them.	Digital platforms and channels, email, telephone, livechat, events, workshops
Account Management	GC BGH is committed to working collaboratively with LAs to support all districts to drive growth, innovation and capitalise on their local distinctiveness,	One-to-one Workshops

	<p>strengths, and comparative advantages. GC BGH also provides ongoing support to individuals and communities, focusing on; health, wellbeing, employment, and job stability, social-standing and development.</p>	
Innovation	<p>GC BGH will continue to support product and service innovation and make simpler access to HEI knowledge and facilities through jointly funded GM university posts that match client needs to the relevant university expertise. The Hub's innovation service will also refocus its resources on the four LIS sectors of DCT, green technologies, health innovation and manufacturing/materials. A focus will be dedicated access to specialist hubs and services such as The Landing, Ashton Old Baths, Energy House at the University of Salford, GM Cyber Foundry, Manchester Digital, and Print City at MMU.</p>	<p>One-to-one support</p> <p>Cohort Programmes</p> <p>Vouchers of up to £5,000 for HEI collaborations</p>
Digitalisation	<p>The GC BGH Digital team will continue to ensure that the wider base of businesses can adopt digital technology to achieve growth and productivity improvements: BGH is at the centre of the Greater Manchester Digital Blueprint and will refocus the service on transforming business attitudes to financing growth and facilitate investor confidence in innovative digital developments leading to greater investment in digitally innovative businesses.</p>	<p>One-to-one support</p> <p>Cohort Programmes</p> <p>Vouchers of up to £5,000 for HEI collaborations</p>
Leadership and Management	<p>BGH will help companies identify specific needs, provide support through the Executive Development Programme and via our Mentoring programme. Service is being co-designed with HEIs</p>	<p>One-to-one coaching</p> <p>Executive Team delivery</p>

	<p>and L&M providers and underpinned by an integrated marketing campaign at a GM level.</p> <p>*The programme is reliant on securing additional L&M funds from GMCA to lever further ERDF funding – we are currently in the process of securing this.</p>	<p>Cohort programmes</p> <p>Voluntary mentors</p>
Workforce Development	<p>GC BGH will be continuing this area as a key contributor to business and inclusive growth. GC BGH will target businesses with opportunities to increase the number and value of roles as drive forward many aspects of the Good Employment Charter. A tailored Action Plan will be developed for each business that establishes their workforce development needs.</p>	<p>One-to-one support</p> <p>Cohort Delivery</p>
Resource Efficiency and Carbon Reduction	<p>Continue to delivery grants and advice to support businesses with a resource efficiency review that identifies opportunities to save carbon, cut energy, materials and water consumption, and reduce waste from existing processes.</p>	<p>Grants</p> <p>One-to-one support</p>
Growth	<p>GC BGH will be continuing to provide support to businesses who are focused on growth. Support will include areas such as business planning and strategy, financial analysis, identifying market opportunities and operational efficiencies.</p>	<p>One -to-one support</p> <p>Cohort Delivery</p>
Access to Finance and Co-Angels	<p>Continue, at reduced scale, dedicated access to finance service that provides investment readiness support to help companies access the full suite of financial solutions across GM. A focus of this service will be building a pipeline of businesses to access GM's Co-Angel fund. This will now be revenue funding</p>	<p>One-to-one support</p> <p>Pitching events</p>

	only – we will need to secure investment resource elsewhere.	
Internationalisation	Global Scale-up programme will be slimmed down and delivered in partnership with key private sector partners and inhouse specialist advisors to significantly reduce the cost.	Cohort Delivery
Start up and early stage	Continue, at reduced scale, to provide support to pre-start, start-up and early stage scale-up support for business less than three years old and shift focus from a generic support offering towards a sectoral based programme (especially DCT and Green Technologies and local incubators).	Workshops Cohort Programmes Some one-to-one support
Social Value and Diversity	Enhancing support focusing on supporting businesses to address their own social value and enhancing equality, diversity and inclusivity support such as programmes aimed at female and ethnic minority led businesses along with support for young entrepreneurs, older first-time entrepreneurs and those with disabilities	Cohort programmes
SME Procurement	Enhancing support to work with commissioners (public and key private) to support the development and uptake of sustainable local procurement. Also ensure local companies are best placed to bid and win commissions.	Cohort Delivery Workshops Some one-to-one support
Net Zero	Introducing support which is aimed at supporting businesses to become Net Zero and around significantly reducing their carbon footprint.	Cohort Delivery Workshops Some one-to-one support