

GREATER MANCHESTER LOCAL ENTERPRISE PARTNERSHIP

DATE: Wednesday, 22 September 2021

TIME: 4.00pm - 5.30pm

PLACE: The Albert Halls, Bolton Town Hall, Victoria Square, Bolton,
BL1 1RU ([Map](#))

AGENDA

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13.	Suggestions for Future Items	
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Agenda Contact Officer:

Lee Teasdale

Governance and Scrutiny

Greater Manchester Combined Authority

07973 875471

Lee.Teasdale@greatermanchester-ca.gov.uk



DECLARATIONS OF INTEREST

22 September 2021

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

Name:

Minute Ref / Item No	Nature of Interest

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

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

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

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

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

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



MINUTES OF MEETINGS OF THE GREATER MANCHESTER LOCAL ENTERPRISE PARTNERSHIP BOARD

The Greater Manchester Local Enterprise Partnership Board last held a public meeting in April 2021 – please see full minutes below – with future meetings planned for May, June and August 2021.

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

The Board met in May, June and August. The main themes of their discussions included:

- Development of the GM Economic Vision and the next steps in delivery as we move into recovery
- The refresh of the Greater Manchester Strategy (GMS) to provide an overarching strategic framework for detailed thematic plans and delivery within a ten-year timeframe. It will provide a clear shared and collective vision to attain high level outcomes over this time as well as prioritising activity to be achieved over the first three years of the new GMS.
- Regular updates from the Growth Company of business support including the latest updates on marketing, business finance and inward investment along with the GM Covid related Business Survey
- The LEP role in supporting the GM Low Carbon agenda including the Green Summit planned for October 2021 and activities to support COP26 including the launch of the Greener Greater Manchester communications campaign.
- Supporting the GM Social Enterprise Advisory Group in creating a series of recommendations to encourage a thriving social enterprise sector across the city region.
- Updates on transport priorities including the Mayor's Cycling and Walking Challenge Fund being used to deliver the first phase of the Bee Network, which is the walking and cycling element of the Our Network plan to transform Greater Manchester's transport system.
- Overview of the Local Growth Fund programme

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

- **June:** The allocation of the remaining £10.25m non-transport Local Growth Funds to the GM Work and Skills Programme
- **August:** A £10k GMLEP contribution to the NW LEP consortia plans for COP26

NOTES FROM THE GREATER MANCHESTER LOCAL ENTERPRISE PARTNERSHIP BOARD HELD AT 16:30 ON TUESDAY 20 APRIL 2021 VIA MICROSOFT TEAMS LIVE EVENTS

Board Members:

Lou Cordwell (In the Chair)

Mike Blackburn, Marilyn Comrie, Steve Connor, Lorna Fitzsimons, Justin Kelly, Vanda Murray, Chris Oglesby, Sir Richard Leese, Miles Rothbury, Nancy Rothwell, Richard Topliss & Cllr Brenda Warrington

Advisors:

Eamonn Boylan (GMCA), Simon Nokes (GMCA), David Rogerson (GMCA), Lee Teasdale (GMCA), John Wrathmell (GMCA), Lisa Dale-Clough (GMCA), Simon Donahue (Marketing Manchester), Mark Hughes (The Growth Company), Donna Edwards (The Growth Company), Jesse Garrick (BEIS), Leila Mottahedeh (Cities & Local Growth Unit), Pam Smith (Stockport Council), Anne Lythgoe (GMCA) and Oscar Lynch (GMCA).

GM LEP/21/25 WELCOME, APOLOGIES & INTRODUCTIONS

The Chair welcomed all present to the meeting.

Apologies were received from GM LEP Members Andy Burnham, Amanda Halford, Vimla Appadoo and Cllr Elise Wilson.

GM LEP/21/26 DECLARATIONS OF INTEREST

No declarations were received.

GM LEP/21/27 MINUTES OF MEETING OF 18 MARCH 2021

The Board considered the minutes of the previous meeting of 18th March 2021.

RESOLVED: /

1. That the GM LEP agrees the minutes of 18th March 2021 as a true and correct record of the meeting.

STRATEGY

GM LEP/21/28 GM INEQUALITIES COMMISSION UPDATE

- An update was provided on the Greater Manchester Independent Inequalities Commission report published on 26th March 2021 which responded to the long-term systemic inequality issues present within Greater Manchester. It summarised the background and

recommendations of the report and highlighted how this could inform the further development of the LEP's priority of Diversity and Inclusion.

- The Commission had been established in autumn 2020, tasked with taking a deep dive, with rapid research, into the structural inequalities that existed within Greater Manchester. The Commission acted as a critical friend for GM and was asked to be challenging and radical in its approach to the research.
- The Commission engaged across GM's communities, public and business stakeholders, carrying out research, and gathering ideas – studying inequalities associated with health, education, employment and skills; structural racism; future economic strategy, and the powers that GM had to tackle these issues.
- Through the report, the Inequalities Commission had made 17 recommendations across five separate 'pillars':
 - **An Essential Pivot** – Putting wellbeing and equality at the heart of what GM does.
 - **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.
- A considerable amount of interconnectivity could be seen, including building into the work of the LEP in areas such as the Diversity and Inclusion updates and the Good Employment Charter.
- The Commission would meet again in Autumn 2021 to confirm the progress made to date and agree the further steps GM was going to take.

Comments and Questions

- Members welcomed the report, complementing the level of work that had been put into the findings and the shaping of the recommendations. It was noted that some of the recommendations were not only welcome but would also yield considerable benefit in other thematic areas – the transition towards net zero carbon being a particular example of this.
- Members suggested that some of the recommendations should be accelerated where possible i.e. achieving a living wage for all employees
- It was stated that the LEP needed to zero in on the economic inequalities within the report and had a key role to play in championing the Good Employment Charter throughout the region.

RESOLVED:/

1. That the report of the Greater Manchester Independent Inequalities Commission, including the recommendations and proposed way forward, be noted by the GM LEP

GM LEP/21/29 LIVING WITH COVID – ONE YEAR PLAN UPDATE

- A progress update was provided on the implementation of the Greater Manchester Living with Covid Resilience plan, after its first two quarters of delivery. The report provided an update on the evidenced impacts arising from Covid-19; an overall assessment of progress and challenges which remained; an update on the work being undertaken to respond to the inequalities evidenced and exacerbated by Covid-19; and summary updates on the progress made against the deliverables in the Living with Covid Plan.
- It was advised that the update was written in advance of the outcomes from the Independent Inequalities Commission Report.
- A further quarterly report would be provided and the lessons learned would inform the development of the refreshed Greater Manchester Strategy (GMS) that would launch in Autumn 2021.

Comments and Questions

- The Board highlighted the importance of prioritising the findings and recommendations of the Independent Inequalities Commission Report in the development of the GMS. Officers confirmed this would be picked up and appropriate alignment would be put in place.

RESOLVED:/

1. That the progress update on the delivery of the GM Living with Covid Plan be noted by the GM LEP.

GOVERNANCE

**GM LEP/21/30 BOARD MEMBER FEEDBACK ON MEETINGS
ATTENDED**

- Sir Richard Leese advised that the Urban Centre Economic Recovery Taskforce report had been completed and would be shared when publicly available.

RESOLVED:/

1. That Board Member feedback on meetings attended be received.

PERFORMANCE

GM LEP/21/31 LOCAL GROWTH FUND UPDATE

- The report provided an overview of progress on the delivery of the Local Growth Deal (LGF) Programme (Tranches 1, 2 and 3), and confirmed that full Growth Deal grant spend had been achieved by March 2021.
- An update was also provided on the Growth Deal Major Transport scheme programme. This was made up of fifteen schemes, delivered either by TfGM or Local Authority Partners. Twelve of the Growth Deal schemes had progressed through Full Approval and were 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.

Comments and Questions

- Members acknowledged the level of pressure that had been faced in meeting the funding timescales, and the team were congratulated on the significant achievement in meeting the full grant spend.

RESOLVED:/

1. That the achievement of full Growth Deal grant spend by the deadline date of 31 March 2021 be noted by the GM LEP;
2. That the progress made in relation to the Growth Deal Transport Major Works programme be noted by the GM LEP;
3. That the progress made in relation to the Growth Deal Transport Minor Works and Additional Priorities programmes be noted by the GM LEP; and
4. That the progress made in relation to the Non-Transport Skills Capital and Economic Development & Regeneration (ED&R) programmes be noted by the GM LEP.

GM LEP/21/32 GM ECONOMIC DASHBOARD

- Key highlights from the Economic Dashboard were raised. These included a bounce back in confidence beginning to be seen; and behavioural indicators showing that movement around the city region was now beginning to increase at a faster rate.

RESOLVED:/

1. That the updated GM Economic Dashboard highlights be received by the GM LEP.

GM LEP/21/33 BUSINESS PRODUCTIVITY & INCLUSIVE GROWTH PROGRAMME

- The report provided 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.
- As part of its 2020/21 budget process, the GMCA had agreed an additional funding allocation of £7.4M which would extend delivery of the programme to June 2023 (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 was 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 could 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 would be named the Business Productivity, Innovation and Inclusive Growth Programme (BPIIG). Innovation, along with productivity and inclusivity would be a thread running through all Business Growth Hub programmes. An investment from GMCA of £7.4M presented a pro rata reduction in CA funding of circa 50% and reduced the ability to leverage other funds such as ERDF. This would remove some key Business Growth Hub services, whilst reducing others. Reductions in overall funding also significantly reduced the ability to flex and respond to local needs, as the Business Growth Hub had done throughout the COVID-19 pandemic. To seek to mitigate this, the method of delivery would 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 the one to numerous mode of delivery; and
 - Increased leverage of partnerships across the public and private sector.

Comments and Questions

- Members stated that they would be happy to work alongside the Growth Hub on how to best establish and enable private sector partnerships including supporting its events and championing its work around the region. The credibility of the LEP could provide a significant level of help in attracting new partners.

- Members noted the reductions being seen in the marketing budget and asked how this would be mitigated to ensure that those who would benefit most from the support were still captured. It was advised that it was vital to leverage professional and business organisations around the network.. The Business Growth Hub worked closely with around 150 services, and this level of reach should help in ensuring full coverage of the GM region.

RESOLVED:/

1. That the report on Business Rates Funded GM Business Productivity, Innovation & Inclusive Growth Programme – Phase 2: 2021-2023, be noted by GM LEP.
2. That the programme and outcomes be endorsed by GM LEP.
3. That GM LEP members give further consideration to how best to support the work of the Growth Hub.

GM LEP/21/34 GROWTH COMPANY BUSINESS SUPPORT UPDATE

- The report provided an update on the business situation in Greater Manchester and response. The report focused on the Business Growth Hub, Business Finance, Marketing Manchester and MIDAS services.
- In terms of business finance – the GM Bounce Back Loan activity had now come to an end. A significant amount of campaign and promotion work was taking place around building business confidence, both within Greater Manchester and beyond.
- A reduction in Foreign Direct Investment (FDI) had been identified, which was understandable given the current pandemic, but a deeper dive into the figures did reveal that GM continued to do significantly better than many other locations globally.
- Positive data was seen on job vacancy levels which are returning to pre-Covid19 levels. There were some challenges within the data but it was supported by confidence indicators in SMEs.

Comments and Questions

- Members noted that a DCMS consultation was taking place looking at the future roles of Destination Marketing Organisations (DMOs). Members were encouraged to submit representations before the deadline of 28th April 2021, to ensure that GM's voice suitably fed into the conversation.

RESOLVED:/

1. That the Growth Company Business Support Update be noted by GM LEP.

GM LEP/21/35 SUGGESTIONS FOR FUTURE AGENDA ITEMS

- Members were asked to feedback to officers with any suggestions for future agenda items.

Meeting closed at: 17:30

The next meeting of the Board would take place on Wednesday 19th May 2021.

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GM LOCAL ENTERPRISE PARTNERSHIP BOARD

SUBJECT: GM LEP Annual Delivery Plan

DATE: 22nd September 2021

FROM: Lou Cordwell, Chair of GM LEP

PURPOSE OF REPORT

This report provides an update on the 2021/22 Annual Delivery Plan which sets out the key activities that will help GM LEP realise its strategic ambitions with a focus on the GM Economic Vision over the period to March 2022 and beyond.

RECOMMENDATIONS

The LEP is asked to approve and provide feedback on the Annual Delivery Plan before it is finalised in consultation with the Chair including:

- i. Approving the updated ESG Framework and the choice of UN SDGs
- ii. Noting the updated LEP Economic Monitoring Dashboard
- iii. Approving the draft LEP Deliverables Dashboard
- iv. Approving Vimla Appadoo as LEP Diversity Champion

CONTACT OFFICERS:

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

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

Equalities Impact, Carbon and Sustainability Assessment:

The GM Economic Vision provides a blueprint for remodelling the city-region's economy. It includes a range of long-term initiatives to help businesses innovate more effectively and become more productive, creating a greener and more resilient Greater Manchester.

This includes a clear commitment to tackle inequalities, embrace diversity and recognise the importance of civil society with actions aiming to encourage diversity in company leadership and workforce and turn Greater Manchester into a living wage city-region.

The Vision also builds on GM's bold target of carbon neutrality by 2038 and will support Greater Manchester in driving the UK as a global leader in low carbon innovation.

Risk Management: N/A

Legal Considerations: N/A

Financial Consequences – Revenue: There are no specific financial consequences in terms of revenue associated with this work.

Financial Consequences – Capital: There are no specific financial consequences in terms of revenue associated with this work.

Number of attachments to the report: 3

Background Papers: N/A

1. INTRODUCTION

- 1.1 GM LEP published its last Annual Delivery Plan in 2020 setting out the key actions and performance indicators require to realise the ambitions of the Greater Manchester Strategy and Local Industrial Strategy.
- 1.2 It outlined the key activities the GM LEP would lead on to drive the strategic development of Greater Manchester forward; the key milestones for LGF projects and wider growth programmes; and set out how the GM LEP would operate and develop as a strategic board in 2020/21.
- 1.3 The LEP is now looking to produce a similar plan for 2021/22 which was to be published earlier this year. However, given the unprecedented impact of the pandemic, Government agreed that LEPs should prioritise responding to the challenges of Covid and could publish the draft plan by September 2021.
- 1.4 The report sets out the draft Annual Delivery Plan for the Board to discuss and approve before it is finalised in consultation with the Chair.

2. ANNUAL DELIVERY PLAN 2021/22

- 2.1 This Annual Delivery Plan sits alongside a number of other Greater Manchester documents that collectively provide a comprehensive framework for strategy development, project delivery, and performance management.
- 2.2 The Plan sets out the key activities that will help GM LEP realise its strategic agenda over the period to March 2022 and beyond with a focus on delivery of the GM Economic Vision which forms the main framework of action for the LEP in 2021/2022.
- 2.3 The Plan highlights the strategic and policy context for the implementation of the Vision along with the role of the LEP Board and partners in driving delivery and the governance that has been put in place to ensure the LEP is able act as a transparent, accountable and high performing team.
- 2.4 The plan is therefore set out to reflect these key themes of Strategy, Performance and Governance as follows:
 - **Strategy:** outlines the key activities the GM LEP will lead on to drive the strategic development of Greater Manchester
 - **Performance:** outlines key milestones for LEP projects between April 2021 and March 2022 including the GM Economic Vision, Local Growth Fund, Get Building Fund and LEP Capacity Fund
 - **Governance:** outlines how the GM LEP will operate and develop as a Strategic Board in 2021/22

3. RECOMMENDATIONS

- 3.1 Recommendation are set out at the front of this report.

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Greater Manchester Local Enterprise Partnership Delivery Plan April 2021 to March 2022

1. INTRODUCTION

- 1.1. The Greater Manchester Local Enterprise Partnership (GM LEP) sits at the heart of the city region's governance arrangements, ensuring that business leaders are empowered to set the strategic course, determine local economic priorities and drive growth and job creation across Greater Manchester.
- 1.2. It is a private-sector led, voluntary partnership whose core function is to provide strategic leadership to deliver the region's growth ambitions alongside the GMCA and partners.
- 1.3. This approach is underpinned by joint ownership of the Greater Manchester Strategy 'Our People, Our Place' along with the GM Economic Vision developed by the LEP and endorsed by GMCA. Together, these plans represent a long term blueprint for the future of all the people of Greater Manchester and how we can work together to achieve a better future.
- 1.4. Together, GM LEP and the GMCA provide a robust set of decision-making and governance structures in delivering our shared vision for Greater Manchester to be one of the best places in the world to grow up, get on and grow old.
- 1.5. This Annual Delivery Plan sets out the key activities that will help GM LEP release this vision over the period April 2021 to March 2022.
- 1.6. This Annual Delivery Plan sits alongside a number of other Greater Manchester documents that collectively provide a comprehensive framework for strategy development, project delivery, and performance management. These include:
 - Greater Manchester Strategy and Implementation Plan
 - Greater Manchester Local Industrial Strategy and Implementation Plan
 - GM Living with Covid Resilience Plan
 - GM Economic Vision – Building a Greater Manchester, Making a Greater Britain
 - Greater Manchester Local Growth Assurance Framework
- 1.7. In line with the approach adopted in previous Annual Delivery Plans, this plan is set out to reflect the key themes of Strategy, Performance and Governance as follows:
 - **Strategy:** outlines the key activities the GM LEP will lead on to drive the strategic development of Greater Manchester
 - **Performance:** outlines key milestones for LEP projects between April 2021 and March 2022 including the GM Economic Vision, Local Growth Fund, Get Building Fund and LEP Capacity Fund
 - **Governance:** outlines how the GM LEP will operate and develop as a Strategic Board in 2021/22

2. STRATEGY

Greater Manchester Strategy

- 2.1 Greater Manchester has a unique partnership model of the GM LEP and the GM Combined Authority providing collective leadership through a shared vision and set of priorities for the city region as set out in the Greater Manchester Strategy.
- 2.2 The LEP has a particular focus on Greater Manchester Strategy priorities 3 and 4 – creating good jobs with opportunities for people to progress and develop and developing a thriving and productive economy in all parts of Greater Manchester – as the areas where then LEP Board can use their private sector insight and experience to add most value in driving delivery.
- 2.3 The Greater Manchester Strategy is accompanied by a clear Implementation Plan, which sets out actions and milestones to deliver the city region’s ambitions. Performance against the milestones and progress towards these targets is regularly reported to the LEP Board.
- 2.4 The current GMS was launched in 2017 and was due to be refreshed last year, but work was paused due to the pandemic. The one year Living with Covid Resilience Plan (see below) was developed as the systemwide response to the pandemic and was sense checked against existing GMS priorities, which remained the right areas of focus, albeit with shifts in emphasis or changes in delivery focus to better respond to the needs presented as a result of the outbreak.
- 2.5 The refresh of the Greater Manchester Strategy is now underway and will be an evolution from the 2017 document and the Living with Covid Resilience Plan. The development of a new ten year GMS provides an opportunity to develop our priorities and collective shared outcomes, to focus on the delivery required to support the attainment of those outcomes and to embed new and different ways of working in the way we deliver as a system.

GM Local Industrial Strategy

- 2.6 The GMS set out a platform for the development of the GM Local Industrial Strategy which was launched jointly with the Government in June 2019 and sets out a framework and set of actions for how these priorities will be achieved. This will mean capitalising on the city-region’s unique assets and opportunities by:
 - establishing Greater Manchester as a global leader on health and care innovation, creating new industries and jobs, and improving population health and extending healthy life expectancy;
 - positioning Greater Manchester as a world leading region for innovative firms to experiment with, develop and adopt advanced materials in manufacturing;
 - building on Greater Manchester’s position as a leading European digital city region, to maximise growing assets in cyber security, enable the digitalisation of all sectors and capitalise on the links between digital and creative industries that feed internationally-significant clusters in broadcasting, content creation and media;
 - launching the UK’s first city-region Clean Growth Mission to achieve carbon neutral living in Greater Manchester by 2038.
 - strengthening the foundations of productivity in the city-region to ensure that growth benefits all people and places
- 2.7 The LIS is underpinned by a strong evidence base in the recently updated Independent Prosperity Review.

- 2.8 The LEP recognises that it has a key role in driving the implementation of the LIS and has allocated funding for 2021/22 in support of the agreed Year 2 LIS implementation activity in line with the GM Economic Vision and shaped by Board members in their respective LIS portfolio roles.
- 2.9 These two strategies set the overarching course for the LEP with detailed actions and outcomes set out in their respective Implementation Plans and evaluation frameworks. However, the unprecedented impact of the Covid pandemic has required the LEP and its partners to re-evaluate its approach and address the current challenges and opportunities

GM Living with Covid Resilience Plan

- 2.10 Since agreeing our collective ambitions, we have made huge progress; helping people take charge of their own lives, achieve their potential and have a sense of hope and optimism for the future of their city-region remains our priority.
- 2.11 But Covid has required us to re-consider our agreed values, our strategy and the ambitions and priorities in it. As part of our recovery and rebuilding planning we have considered how Covid may have disrupted our strategy and review our priorities in light of the impacts evidenced by the pandemic.
- 2.12 The Greater Manchester Living with Covid Resilience Plan is a one year delivery document which considers the impacts arising from Covid.
- 2.13 It captures the actions to be taken in the short term to build resilience and begin to respond to those impacts. The Plan recognises the significant and disproportionately impacts arising from Covid on Greater Manchester residents, businesses and places, but also seeks to acknowledge the positive gains and innovations which supported Greater Manchester's response to the pandemic
- 2.14 The Plan takes account of GM's overarching principles which were determined early on in our response to the pandemic and continue to shape and guide the development of the Living with Covid plan.
- 2.15 The Plan provides a bridge between the existing Greater Manchester Strategy and the refresh now due to take place later this year. The LEP will continue to take a lead in 2021/22 with GMCA via the Growth Company for coordinating the system to achieve the following deliverables:
- Providing support to enable businesses including social enterprises to innovate and adapt
 - Targeted support to sectors facing lasting impacts from Covid, and growing sectors with investment where they can exploit new opportunities
 - Significantly expanding the GM Good Employment Charter to drive more secure work, higher pay and better employment standards

GM Economic Vision - Building a Greater Manchester, Making a Greater Britain

- 2.16 Looking towards the longer term, the LEP recognises that as we move into recovery there is an opportunity to build back better and reshape Greater Manchester's economy in the wake of the pandemic. This means not just going back to business as usual but building confidence to move forward to greater.
- 2.17 The LEP has therefore developed an Economic Vision that will represent a bold vision led by business and the LEP, which has been endorsed and adopted by the GMCA, to set out the sort

of Greater Manchester we want to help create. The plan – Building a Greater Manchester, Making a Greater Britain – provides a blueprint for remodelling the city-region’s economy and include a range of long-term initiatives to help businesses innovate more effectively and become more productive, creating a greener and more resilient economy.

- 2.18 It builds on the Local Industrial Strategy, while recognising the shift in attitudes among people, businesses and investors brought on by the coronavirus pandemic and is underpinned by an evidence base from the recently updated Greater Manchester Independent Prosperity Review.
- 2.19 This is a vision that sees Greater Manchester at the heart of the Northern economy with assets vital to driving UK growth. We will build again on our heritage of innovation to drive economic and social advance. We will drive an economic recovery that puts people first, embraces the benefits of diversity, rebalances inequalities, creates lasting resilience, supports the move to net zero carbon and rethinks productivity.
- 2.20 We will be recognised around the world for our global strengths and progressive thinking in advanced materials and manufacturing, health innovation, digital and creative, and clean growth.
- 2.21 Innovation will be central to how we can achieve this transformation and so we need a new approach if we are to diversify the business base, transform ways of working, build vibrant places, create future resilience, support pathways to work, and tackle social issues
- 2.22 This will need a whole ecosystem approach to drive real alignment around all public resources/structures, and partnerships with business, to foster creative places and people. Working with our partners, GM LEP will create that ecosystem via a framework of thematic action.

GM Economic Vision – Delivery Focus

- 2.23 The GM Economic Vision provides a clear strategic framework for securing a low carbon, green and resilient future and the innovative and prosperous businesses that will drive recovery.
- 2.24 However, the LEP recognises the scale of the economic impact presented by Covid and is committed to moving beyond strategy and translating these priorities into delivery with a focus on leading real change and delivering for all parts of the city region.
- 2.25 As we move into the next stage of recovery, the LEP has therefore agreed five key themes within the strategy that will help achieve this including into nine deliverables that it will sit at the heart of its activity in 2021/22. These are set out below:

Theme	Deliverable
Innovation GM	<ul style="list-style-type: none"> • Driving delivery of Greater Manchester’s ambition of being carbon neutral by 2038 by ensuring that all GM businesses are on a journey to net zero by ensuring at least 10% each year (by number or carbon footprint) make a pledge to set a target • Driving Low Carbon innovation across our towns and cities and in all employers by supporting Innovation Greater Manchester

Champion a culture of business innovation	<ul style="list-style-type: none"> • Driving Government and private investment around Greater Manchester's four frontier sectors to support economic growth opportunities as well as tackling inequalities including health inequalities; digital exclusion; housing standards via retrofit; and green energy solutions via advanced manufacturing and materials
Grow an integrated pipeline for talent, skills & progression at all levels	<ul style="list-style-type: none"> • Ensuring every large employer puts forward at least five work related opportunities for young people • Ensuring the right support is in place for people who have to transition in the Labour Market as a result of Covid
Drive good employment	<ul style="list-style-type: none"> • Driving diversity in Leadership and Management and Greater Manchester company workforces by working with the Good Employment Charter • Becoming the first city region to pay all employees a real living wage by driving the Living Wage City Region Action Group
Stimulate investment to create desirable places where people thrive	<ul style="list-style-type: none"> • Supporting the implementation of plans to deliver high quality places where people want to live, work and invest with the right low carbon infrastructure including digital, ULEV and waste • Promoting progressive procurement to drive social value and accelerate supplier diversity

DRAFT

3. PERFORMANCE

Environmental, Social and Governance Framework

- 3.1. The GM Economic Vision will form the main framework of action for the LEP in 2021/2022. The LEP will drive three main agendas this year at the heart of Building a Greater Manchester, Making a Greater Britain as we emerge from the Covid Pandemic. Those agendas are:
- i. Making Greater Manchester the UK's Leading Green City Region
 - ii. Supporting all people in the city-region to achieve their full potential.
 - iii. Tackling Inequalities to make Greater Manchester the UK's most Diverse and Inclusive City Region
- 3.2 As a first step, the Board has agreed to translate the LEP deliverables into a framework highlighting environmental, social and governance impacts that delivery on these ambitions will have for the people and businesses of Greater Manchester.
- 3.3 This ESG Framework is set out at **Annexe A** which illustrates how each action will support the delivery of the three overarching agendas of the Vision.
- 3.4 It also highlights how each of these agendas aligns with the UN's Sustainable Development Goals. Adopted by all United Nations Member States in 2015 as part of the 2030 Agenda for Sustainable Development, the Sustainable Development Goals address the global challenges we face and provide a blueprint to achieve a better and more sustainable future for all.
- 3.5 The ESG Framework reflects how delivery of the GM Economic Vision will contribute to realising these goals particularly with regard to climate action; industry, innovation and infrastructure; sustainable cities and communities; decent work and economic growth; reduced inequalities; and gender equality.

GM Economic Vision Deliverables Performance Dashboard

- 3.6 In driving forward these agendas, all LEP members will contribute to the delivery of these actions through membership of workstreams with LEP Board leads identified to champion and drive their delivery. This will be complemented by a number of areas to watch representing themes related to business, people and place.
- 3.7 As such, the Executive is now working with the LEP Board leads to develop baselines and targets for each action with a view to developing a dashboard of key performance measures/milestones. An initial dashboard is attached at **Annexe B** which sets out the key performance metrics and achievements for 2021/22 and beyond.
- 3.8 Performance against these targets will be regularly reported to the Board to ensure the programme remains on track and that LEP members can help shape and drive delivery. As part of that process, the metrics and milestones will be regularly reviewed and may be amended in response to the evolving economic and policy landscape.

LEP Economic Monitoring Dashboard

- 3.9 GMCA produces a GM Economic Resilience Dashboard that is regularly updated and has been shared with the LEP Board at each meeting. The dashboard sets out up to date intelligence on the conditions of the Greater Manchester economy following the outbreak of the pandemic.

- 3.10 The LEP Board agreed that future LEP meetings will be informed by a revised Economic Dashboard which will draw out a subset of key metrics focussed on the GM economy as we move into recovery.
- 3.11 Attached at **Annexe C** is the LEP Economic Monitoring Dashboard that sets out these headline metrics and provides the latest data, the change and direction of travel compared to the last update and trends against the national picture where there is meaningful comparative data.
- 3.12 A link is provided to the full GM Economic Resilience Dashboard and subject to feedback from the board, further datasets may be added or removed as they become available to better reflect the developing GM economy

District Engagement

- 3.13 The LEP is aware that it cannot achieve the GM Economic Vision alone will to continue to work with partners in driving the economic recovery across Greater Manchester and ensure it delivers for all parts of the city region
- 3.14 In 2021/22, the LEP Board will strengthen its links with the areas which make up Greater Manchester by allocating a private sector lead to each of the 10 Local Authority districts. Representatives will be able to engage with districts through a range of channels supported by the relevant Local Authority/GMCA place teams.
- 3.15 As part of this approach, the Board will focus on 'place' by holding its public meetings at local business venues in each district by turn with a focus on a key issue and engaging local businesses and elected Members.
- 3.16 The programme will include a key theme for each meeting highlighting one of the LEP deliverables along with projects that each district wishes to showcase and potential visits to local initiatives.
- 3.17 This approach complements the LEP's central role as the voice of GM business and reflects the following objectives:
- Improving local relationships in delivering the GM Economic Vision for all parts of the city region
 - Strengthening LEP connection and visibility across all districts
 - Engaging with district business representatives to gather views/evidence from local business
 - Updating localities on GM wide plans and strategies.
 - Supporting delivery of key district initiatives e.g. Innovation Greater Manchester, Towns Boards, Future High Street Funds, Town Centre Challenges

Communication and Engagement

- 3.18 Working with partners in Marketing Manchester and the GMCA Communications team, the LEP has developed a Strategic Communications Action Plan to promote the GM Economic Vision and demonstrate that Greater Manchester is now poised to lead UK economic recovery with a plan for innovation, green growth and addressing inequalities.
- 3.19 The Action Plan reflects the nine deliverables identified within the GM Economic Vision and outlines a rolling programme of activity to provide communications and content provision in support of GM LEP priorities from March 2021 – March 2022.

- 3.20 It is designed to offer a flexible approach that can be reactive and responsive to changes and challenges at local and national level within a strategic and tactical communications framework.
- 3.21 This approach will be complemented by the work of the GM Public Affairs team with its focus on identifying, nurturing and activating productive relationships with political and strategic decision-makers to advance the priorities of the GM Economic Vision.
- 3.22 LEP Board members will support this activity by taking a lead for particular topics and themes in which they have expertise and experience to help drive action and communications/engagement in those areas.

Local Growth Fund

- 3.23 The LEP achieved full spend of Greater Manchester's Local Growth Fund (LGF) allocation by March 2021 LEP and is on course to fulfil a five-year commitment to delivering jobs and economic development. As we enter recovery, the LEP will build on these foundations for economic growth in delivering against the strategies within the GM Economic Vision.
- 3.24 The Government awarded a total of £493.5m over three Growth Deals to GM LEP between 2015-2021 for capital projects that will benefit the local area and economy.
- 3.25 The outcomes agreed in the original deal with Government were for 6,250 jobs to be created and for the public sector investment to generate £210m of private sector investment. Going beyond the levels agreed with Government, LGF investment in Greater Manchester is expected to deliver 7,000 jobs and £364m in private sector investment in the next few years.
- 3.26 These are set to be generated from skills, capital, economic development and regeneration (ED&R) and transport projects. The latest figures set out that 5565 jobs have been created and nearly £310m secured in private sector investment.
- 3.27 Funding allocated through LGF was invested in projects including:
- £27m into the Mayor's £160m Cycling and Walking Challenge Fund being used to deliver the first phase of the Bee Network
 - £10m towards the launch of the £40m Greater Manchester and Cheshire Life Sciences Fund in partnership with Cheshire and Warrington Local Enterprise Partnership
 - £61.7m towards the multimillion-pound transformation of Stockport's bus station into a modern transport interchange, part of a £1bn investment programme for Stockport town centre led by Stockport Council
 - £10.296m towards the Rochdale M62 J19 (South Heywood Link Road) to unlock access to existing and planned employment and housing sites at South Heywood
 - £10m towards the Manchester City Council Great Ancoats Street improvement scheme
 - £14.9m towards SODA, the new School of Digital Arts at Manchester Metropolitan University
 - £5m towards the £25m Christabel Pankhurst Institute for Health Technology Research and Innovation
 - A £3m provision for business funding and support via GC Angels and the Greater Manchester Coronavirus Business Interruption Loan Scheme.

Get Building Fund

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

3.29 The projects supported are:

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

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

3.31 The LEP will receive regular updates and progress reports on the GBF schemes in 2021/22.

Capacity Funding

3.32 GM LEP anticipates an allocation of £500,000 from Government to support the development of strategic growth initiatives in the city region.

3.33 In 2021/22, this funding has been agreed to drive LEP delivery of the GM Economic Vision as follows:

- **GMCA: Research, Policy and Strategy Development - £250k:** To fund capacity in research, policy and strategy to support the implementation of the GM Economic Vision along with supporting the city region's continuing response to Covid and the longer term approach to recovery
- **Promoting Greater Manchester's Economic Vision and Assets - £123.5k:** Marketing Manchester and GMCA Communications are collaborating on strategic and tactical communications activity to raise the profile of the GM Economic Vision, GM LIS and the GM International Strategy, to position Greater Manchester as a city-region that can support UK economic recovery and growth, while leading green growth and innovation and tackling inequalities
- **Delivery of specific projects to take forward the agreed Year 2 LIS implementation plan - £100k:** To support the agreed Year 2 LIS implementation activity, in line with the GM Economic Vision and shaped by Board members in their respective LIS portfolio roles to help drive overall delivery
- **LEP Membership Review – £10k:** Following the comprehensive Board review completed in April 2021, a small amount of funding is allocated for 2021/22 should there be any further changes in Board membership
- **Delivery of LEP Foresight Group - £5k:** The Foresight Group brings together senior representatives of the business community whose advice on key issues will help develop the LEP's long term thinking and implementation of the GM Strategy
- **Contribution to the LEP Network - £7k**
- **LEP contingency for ad hoc activity including expenses - £4.5k**

4. GOVERNANCE

LEP Board Leadership

- 4.1 Greater Manchester has developed a unique approach that has GM LEP integrated into the heart of our decision-making processes, putting the private sector at the centre of policy and strategy development.
- 4.2 GM LEP leadership model sees Lou Cordwell as Chair of the Board with Cllr Elise Wilson, Leader of Stockport MBC and GMCA Lead for the Economy, taking the position of Deputy Chair.
- 4.3 The LEP Chair also acts as the SME representative on the Board, championing those issues which affect small and medium sized businesses and ensuring these are addressed in LEP strategy and delivery.
- 4.4 This includes regularly meeting the local Business Representative Organisations to significantly increase the messaging around Greater Manchester economy in the media to promote the city region and attract investors as part of driving recovery.
- 4.5 The LEP has a nominated Diversity Champion who leads on lead on issues of diversity and inclusion – see below.
- 4.6 This model reflects the LEP's commitment to be a modern, collaborative and ambitious voice of Greater Manchester business. This approach will build on the existing strengths and collaborative infrastructure of the Board and strengthen GM LEP's platform of public and private partnership.
- 4.7 This approach was complimented by a refresh of the LEP Board membership completed in early 2021/22, ensuring that the range and level of representation remains appropriate and that LEP members have the necessary skills and capacity to contribute to the LEP's expanding role.
- 4.8 As part of the LEP's commitment to equality, the review also focused on the need to ensure that the LEP reflects the breadth of economic sectors and is reflective of the wider GM population.

A High Performing Team

- 4.9 The LEP board has a clear ambition to build a high performing team that can make best use of the skills and expertise of individual members and ensures that the Board as a whole is greater than the sum of its parts.
- 4.10 This ambition should be supported by a robust set of values that will underpin the delivery of the Vision.
- 4.11 The LEP already works in line with the Nolan principles of public life and each member has agreed to abide by the LEP Code of Conduct which reflects these principles. Beyond this baseline, the Board has adopted the following values in how it operates.
- 4.12 LEP Board members have committed to:
 - Being open and honest
 - Being inclusive and value everyone's contribution
 - Being part of a team focused on delivering excellence

- Ensuring participation and that everyone feels they can get involved
- Being robust but constructive in providing challenge
- Ensuring all decisions are evidence based and outcome focused
- Being solution and goal orientated
- Focusing on getting things done and adding value

4.13 The LEP meets regularly as a Board to oversee the work of the LEP and partners with a focus on strategy, governance and delivery. Alongside the strategic input and oversight at Board meetings, LEP priorities are also delivered through LEP member participation in a number of project teams and workstreams.

4.14 It is important that these meetings are structured to ensure effective, timely and high-quality decision making that maximises the impact of the Board and translates strategy into action.

4.15 The Board have therefore agreed that all meetings will reflect the following principles:

- All members agree that meetings are engaging and add value in driving agenda
- The majority of time will be spent on quality debate with a focus on a small number of key issues that leads to agreed action
- The remaining time will be used to address governance issues, reports for information only and any formal requirements
- All papers and presentations should be concise and accessible
- All presenters will assume that LEP members have already read their reports
- LEP members will work with the relevant CA officers to lead development and discussion of their agreed Vision themes, deliverables and workstreams

LEP Board Oversight

4.16 As noted above, GM LEP recognises the scale of the economic impact presented by Covid and its main focus in 2021/22 will be on delivery of the GM Economic Vision ensuring the survival and long-term recovery of the Greater Manchester economy.

4.17 The LEP Board has met monthly since the start of the pandemic and will continue to do so to ensure they remain informed of the latest developments and can help drive the recovery of the city region.

4.18 Beyond the immediate response to Covid and the priorities identified in the GM Economic Vision, the LEP continues to support the longer term Greater Manchester approach to recovery and its existing GMS/LIS priorities.

4.19 The LEP has therefore continued to work with GMCA, the Growth Company and partners in addressing key challenges and opportunities and shaping interventions accordingly. Key initiatives considered and approved in 2021/22 include:

- **Independent Inequalities Commission:** The Independent Inequalities Commission provided a deep dive, rapid research into the structural inequalities which exist in Greater Manchester, engaging across communities, public and business stakeholders, carrying out research, and gathering ideas, on inequalities associated with health, education, employment and skills; structural racism; future economic strategy, and the powers that Greater Manchester has to tackle these issues.
- **Greater Manchester Strategy Refresh:** The refreshed GMS will provide an overarching strategic framework for detailed thematic plans and delivery within a ten-year timeframe.

It will provide a clear shared and collective vision to attain high level outcomes over this time as well as prioritising activity to be achieved over the first three years of the new GMS.

- **Business Intelligence:** The LEP receives a monthly update from the GM Business Growth Hub including the latest updates on marketing, business finance and inward investment along with the GM Covid related Business Survey which has been running since March 2020 and is the largest scale survey of its kind providing up to date intelligence on key business issues.
- **Business Support:** Enabling business to meet the challenges of a dynamic economy remains a central priority of the LEP and so it continues to drive and shape a number of key business support initiatives including the Business Growth Hub; Technology Adoption Service; Made Smarter; Good Employment Charter; Skills for Growth; Enterprising You; and the GC Kickstart scheme.
- **Green Summit and COP 26:** The LEP supports the GM Low Carbon agenda including the Green Summit planned for October 2021 and activities to support COP26 including the launch of the Greener Greater Manchester communications campaign.
- **Social Enterprise:** Supporting the GM Social Enterprise Advisory Group in creating a series of recommendations to encourage a thriving social enterprise sector across the city region.
- **Local Growth Fund:** Ongoing LGF programme delivery following completion of spend in March 2021 with an anticipated outturn of 7,000 jobs and £364m in private sector investment in the next few years.
- **Bee Network:** The LEP invested £27m of LGF into the Mayor's £160m Cycling and Walking Challenge Fund being used to deliver the first phase of the Bee Network, which is the walking and cycling element of the Our Network plan to transform Greater Manchester's transport system. Once completed, the Bee Network will cover circa 1,800 miles and be the longest, integrated, planned network in the country, connecting every neighbourhood of Greater Manchester.
- **GMLEP Website:** Regular updates and signposting to available business support; provision of thought leadership through the 'Insights' section; launch of the GM Economic Vision and Innovation Greater Manchester landing pages; and current news articles

4.20 The LEP will continue to monitor and respond to the current situation as well as plan for the next stage as we move into recovery through 2021/22 and beyond as set out above.

Diversity and Inclusion

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

4.22 In 2021/22, the LEP will explore how it can use its business experience and expertise to promote greater diversity and inclusion within the work of the LEP itself, the private sector and to add value to wider GM policy development and delivery as outlined above.

Local and National Engagement

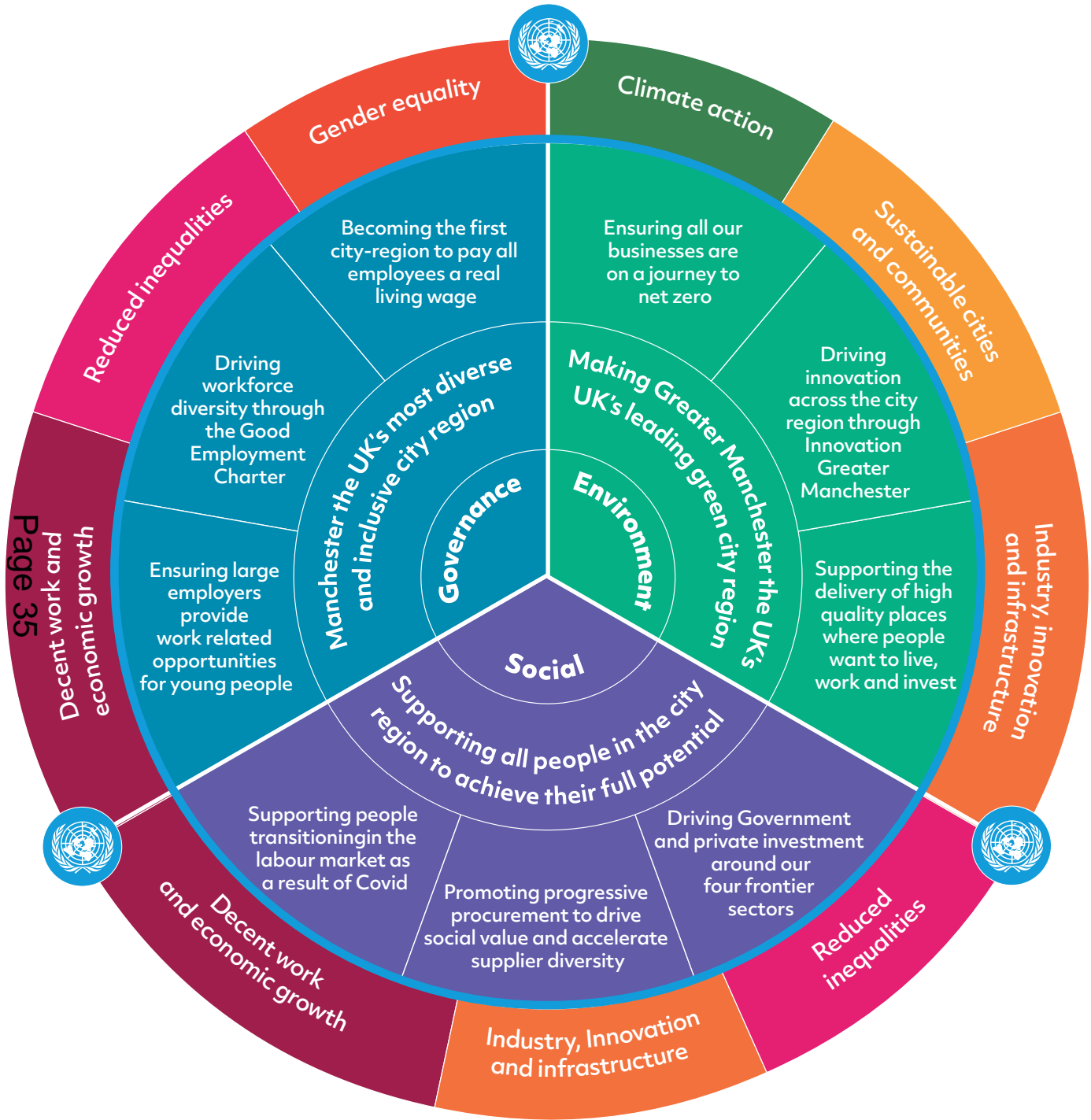
4.23 The LEP works in partnership at local, regional and national level for the benefit of the city region including working closely with MIDAS, Marketing Manchester and the GM Business Growth Hub.

4.24 In 2021/22, the LEP will extend this engagement at local level with each private sector Board member appointed as the link to each of the 10 GM districts. This will strengthen LEP connection and visibility across all districts and help to drive inclusive economic growth across the city region.

- 4.25 GM LEP is a founder member of NP11, bringing together the 11 Northern LEPs to tackle boost productivity, overcome regional disparities in economic growth and tackle the historic north-south divide. GM LEP will continue to work with NP11 to strengthen delivery of our shared goals.
- 4.26 GM LEP is an active member of the national LEP Network and is committed to further partnership working across the Network in future.

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The GM Economic Vision ESG Framework illustrates the positive outcomes that delivery on our ambitions will have for the people and businesses of Greater Manchester and how this responds to the United Nations Sustainable Development Goals.

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LEP Deliverables Dashboard
2021/22

The GM Economic Vision will form the main framework of action for the LEP in 2021/2022. The LEP will drive three main agendas this year at the heart of Building a Greater Manchester, Making a Greater Britain as we emerge from the Covid Pandemic: Making Greater Manchester the UK's Leading Green City Region; Supporting all people in the city-region to achieve their full potential; Tackling Inequalities to make Greater Manchester the UK's most Diverse and Inclusive City Region

An initial dashboard is set out below which highlights the key performance metrics and achievements for 2021/22 and beyond.

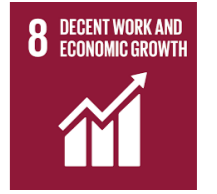
Performance against these targets will be reported to the Board quarterly (unless otherwise stated) to ensure the programme remains on track and that LEP members can help shape and drive delivery.

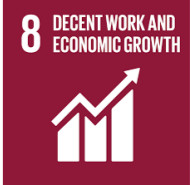


Metrics and milestones will be regularly reviewed and may be amended in response to the evolving economic and policy landscape.

	<i>Deliverable</i>	<i>Targets</i>	<i>Latest Data</i>	<i>Milestones/Achievements</i>	<i>UN SDGs</i>
ENVIRONMENT Making Greater Manchester the UK's Leading Green City Region	Ensuring all our businesses are on a journey to Net Zero	<ul style="list-style-type: none"> • 12.5k/10% of GM businesses pledged to the Net Zero approach per annum • 287.5k/10% KtCO2 of carbon footprint of GM businesses pledged to the Net Zero approach per annum 	N/A New project	<ul style="list-style-type: none"> • Quarter 3: Net Zero pledge programme launched with a target of 200 business sign ups • Quarter 4: Net Zero pledge programme expanded with a target of 500 business sign ups 	
	Driving innovation across the city region through <i>Innovation Greater Manchester</i>	<ul style="list-style-type: none"> • 2.4% economy-wide R&D by 2027 • 50% of GM businesses are innovation active by 2027 	<ul style="list-style-type: none"> • 1.3% • 37% (annually) 	<ul style="list-style-type: none"> • Quarter 3: GM Innovation Deal proposal developed and submitted to Government • Quarter 4: GM Innovation Deal secured and next steps agreed with Government 	
	Supporting the delivery of high-quality places where people want to live, work and invest	<ul style="list-style-type: none"> • £54m cumulative Getting Building Fund expenditure by end of March 2022 • £59m cumulative Brownfield Housing Fund expenditure by end of March 2022 	<ul style="list-style-type: none"> • £32m • £17m 	<ul style="list-style-type: none"> • Quarter 3: Draft Growth Plans developed • Quarter 4: Places for Everyone Plan submitted to Secretary of State 	

SOCIAL
Supporting all people in the city-region to achieve their full potential

<i>Deliverable</i>	<i>Targets</i>	<i>Latest Data</i>	<i>Milestones/Achievements</i>
Driving Government and private investment around our four frontier sectors	<ul style="list-style-type: none"> £10m investment in four frontier sectors per annum 	<ul style="list-style-type: none"> £106.7m 	<ul style="list-style-type: none"> Quarter 3: Enhanced signposting of GM investment offer to entrepreneurs and investors developed Quarter 4: Corporate venturing programme developed
Supporting people transitioning in the labour market as a result of Covid	<ul style="list-style-type: none"> 10000 people to reskill or retrain through sector specific provision commissioned via ESF by 2023 50,000 residents supported through AEB over the next academic year 67,200 residents by Working Well with 16,400 moving into work and 10,100 achieving a sustained outcome by end of March 2022 	<p>N/A New project</p>	<ul style="list-style-type: none"> Quarter 3: Programme to support people leaving furlough to retrain developed Quarter 4: ESOL provision developed to support those with language as a barrier Quarter 3: Initial entitlement offer agreed Quarter 4: AEB offer further developed to focus on GM sectors at entry level to L3 Quarter 3: Further embed Social Prescribing across Working Well programme Quarter 4: Publish Annual Report and run high profile Working Well communications programme Quarter 4: Agree contract extension for Working Well (Specialist Employment Support)
Promoting progressive procurement to drive social value and accelerate supplier diversity	TBC	TBC	<ul style="list-style-type: none"> Baseline report produced for October 2021



	<i>Deliverable</i>	<i>Targets</i>	<i>Latest Data</i>	<i>Milestones/Achievements</i>	
GOVERNANCE Tackling Inequalities to make Greater Manchester the UK's most Diverse and Inclusive City Region	Driving workforce diversity through the Good Employment Charter	<ul style="list-style-type: none"> • 400 SMEs engaged with online Leadership & Management Programme by 2023 • TBC: Target and metric to be developed reflecting business engagement and behaviour change 	<ul style="list-style-type: none"> • N/A New project • Qualitative update 	<ul style="list-style-type: none"> • Quarter 3: Leadership & Management Programme developed with LEP lead • Quarter 4: Leadership & Management Programme launched • Quarter 3: Promotion of GEC Racism in the Workplace report • Quarter 3: GEC podcast on diversity in the workplace • Quarter4: GEC ethnic minority business engagement workshop • Quarter4: GEC ethnic minority pay gap and improvement plan reporting established 	
	Becoming the first city region to pay all employees a real living wage	<ul style="list-style-type: none"> • 88% of jobs in Greater Manchester will pay at least the RLW by 2024 • 600 GM employers accredited with the Living Wage Foundation by 2024 • 175,000 employees working for an accredited Living Wage Employer by 2024 	<ul style="list-style-type: none"> • 79.6% (annually) • 341 • 89,399 	<ul style="list-style-type: none"> • Quarter 3: Host employer focused event as part of Living Wage Week 2021 to promote take up of RLW • Quarter 4: Host event targeted at public sector procurement leads and commissioners to promote take up of RLW 	
	Ensuring large employers provide work related opportunities for young people	<ul style="list-style-type: none"> • 150,000 young people accessing GMACS by 2023 	<ul style="list-style-type: none"> • N/A New project 	<ul style="list-style-type: none"> • Quarter 3: Curriculum for Life developed and embedded in GMACS • Quarter 4: Successful Hype Day delivered engaging young people & business • Quarter 4: Longer term employer engagement strategy developed 	

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	Latest Data	Change	vs Trend
Claimant Count	125,040 GM residents claimed unemployment benefits in July	-2.3% month on month	The GM claimant count fell by less than the national average (-2.4%)
Furlough	88,200 GM residents were on furlough in July	-20% month on month	GM usage (6%) of furlough is more than the national average (5%)
SEISS claims	32,600 GM residents claimed support in 5 th round of SEISS (ends 20 th Sept)	-57% compared to the 4 th round of SEISS grants	27% of those eligible claimed compared to 24% nationally
3 week average of Job vacancies	8,434 average new online job postings in three weeks to 28 th August.	+85% compared to same week last year	
Business Growth Hub Survey Hiring Intentions	34% of respondents were currently recruiting staff (4 weeks to 3 rd Sept)	30% were recruiting in 4 weeks to 31 st July	
GM Index	The index stood at 30.4 for Q2 2021	The index improved from 6.1 in the previous quarter	
Percentage of people travelling to workplaces	37% fewer workers travelled to work on 2 nd Sept than prior to the pandemic	The prior month was 43% below the baseline	This was in line with the national trend
Total number of journeys (inc. total by car)	There were 49.3 million passenger journeys across GM in w/c 30 th August	-0.4% compared to w/c 26 th July	
SME Indebtedness	The value of loans to SME's in GM was £3.88 billion in Q4 2020	4% compared to Q3 2020	
Business Credit risk	Data on credit risk from RedFlag, a provider of real-time business intelligence, shows that the number of GM businesses showing increased signs of financial distress remained largely unchanged between September 2020 and September 2021. The number of companies reporting 1, 2 or 3 of the signs of financial distress fell by 1.2%.		

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GM LOCAL ENTERPRISE PARTNERSHIP BOARD

SUBJECT: Places for Everyone Publication Plan 2021: A Joint Development Plan Document for 9 Greater Manchester Local Authorities (Bolton, Bury, Manchester, Oldham, Rochdale, Salford, Tameside, Trafford and Wigan)

DATE: 22 SEPTEMBER 2021

FROM: Anne Morgan, Head of Planning Strategy, GMCA

PURPOSE OF REPORT:

To update the LEP members on the progress of Places for Everyone Publication Plan 2021: a Joint Development Plan Document for 9 Greater Manchester Local Authorities (PfE 2021).

RECOMMENDATIONS:

The GN LEP Board is requested to:

1. To note the report
2. To agree that the draft Duty to Co-operate/Statement of Common Ground (section 4) accurately represents the position of the Local Enterprise Partnership and to authorise the Chair to sign the Statement of Common Ground on behalf of the LEP.

CONTACT OFFICERS:

Anne Morgan, Head of Planning Strategy, GMCA (anne.morgan@greatermanchester-ca.gov.uk)

BOLTON
BURY

MANCHESTER
OLDHAM

ROCHDALE
SALFORD

STOCKPORT
TAMESIDE

TRAFFORD
WIGAN

Clare Taylor-Russell, Principal, Planning Strategy, GMCA (clare.taylor-russell@greatermanchester-ca.gov.uk)

Equalities Implications:

The Places for Everyone Publication Plan 2021 is a statutory plan which seeks to contribute to the achievement of sustainable development, delivering economic, social and environmental benefits together in a mutually reinforcing way. It is informed by an Integrated Appraisal which includes an Equalities assessment.

Climate Change Impact Assessment and Mitigation Measures:

The Places for Everyone Publication Plan 2021 will provide the strategic planning policy framework to support the nine districts to meet the Greater Manchester ambition to be carbon neutral by 2038. An Integrated Appraisal (comprising a Strategic Environmental Assessment, Sustainability Appraisal, Equalities Impact Assessment and Health Impact Assessment) has been undertaken for the plan and has been published alongside it.

Legal Considerations:

The legislative and constitutional requirements for the preparation of a joint Development Plan Document (DPD) in the Planning and Compulsory Purchase Act 2004 (“2004 Act”) and the Town and Country Planning (Local Planning) (England) Regulations 2012 (“2012 Regulations”) have been complied with.

The joint DPD will be submitted to the Secretary of State for independent examination (s20 of the 2004 Act) along with the documents prescribed by Regulation 22 of the 2012 Regulations. Prior to submission to the Secretary of State, the joint DPD must be published and representations invited, pursuant to Regulation 19 and Regulation 20 of the 2012 Regulations.

If the joint DPD is not prepared in accordance with the 2004 Act and the 2012 Regulations, any subsequent attempt to adopt the plan would be susceptible to challenge.

Financial Consequences – Revenue:

The preparation and examination of the Places for Everyone Publication Plan 2021 generates a revenue cost for 9 local authorities. A substantial evidence base has been assembled to support the plan which has involved commissioning of specialist and

independent experts. There are no current revenue implications. Following this consultation, the PfE plan will be submitted to the Secretary of State for examination. There will be further revenue costs associated with the examination process, including appointment of a Programme Officer(s) and the cost of the examination itself, including procurement of a venue, Planning Inspectors and legal advice. Further reports will be provided to the Joint Committee as appropriate.

Financial Consequences – Capital:

There are no capital consequences identified

BACKGROUND PAPERS:

- Places for Everyone Joint Committee report 20 July 2021

1. INTRODUCTION/BACKGROUND

- 1.1 The “Future of GM” paper in 2019 set out Greater Manchester’s bold plans for the future in the face of uncertainty. The Economic Vision developed by the Local Enterprise Partnership and endorsed by the Combined Authority confirmed that despite Covid 19 and the ongoing uncertainty about the UK’s future trading relationships, the bold and ambitious vision for the city-region remains unchanged. Within this context, the need for a bold spatial plan to provide certainty and guide development, investment and infrastructure has never been stronger.
- 1.2 Up until December 2020 a joint development plan document of the ten Greater Manchester local authorities was being prepared, Greater Manchester’s Plan for Jobs, Homes & the Environment (known as the “GMSF 2020) had reached the Regulation 19 (Publication) stage of the process, however, the decision at Stockport Council’s meeting on 3 December to withdraw from the plan signalled the end of the GMSF as a joint plan of the 10.
- 1.3 The nine remaining Greater Manchester (GM) districts (Bolton, Bury, Manchester, Oldham, Rochdale, Salford, Tameside, Trafford and Wigan) decided to continue with the preparation of a joint plan to be known as ‘Places for Everyone’ on the basis that

this could take advantage of the provisions set out in legislation which allowed the plan to proceed to Regulation 19 of the Town and Country Planning (Local Planning) (England) Regulations 2012 Publication stage rather than have to go back to an earlier (Regulation 18) informal stage of consultation.

- 1.4 The nine authorities established a Joint Committee and delegated their plan making powers to this Committee to prepare the Places for Everyone Plan up to Regulation 19 (publication stage). On the 20 July 2021 the Joint Committee recommended that the plan be approved by the 9 districts Executive/Cabinet's for consultation and all 9 districts completed this approval process by the end of July. As a result, the consultation period for the Places for Everyone Publication plan (PfE2021) was launched on 9 August 2021 to run for 8 weeks, finishing on 3 October 2021.

2 PLACES FOR EVERYONE PUBLICATION PLAN 2021

- 2.1 The PfE2021 provides an important opportunity to create the conditions for inclusive economic growth, provide opportunities for provision of much needed homes, protect, and enhance the natural environment. The Plan is not being prepared in isolation. It is supported by the Transport 2040 Delivery Plan, which will outline the interventions required to achieve the transport vision for the city region and is one of a suite of strategic documents setting out how Greater Manchester can achieve the ambition set out in the Greater Manchester Strategy. It sits alongside the Local Industrial Strategy, Housing Strategy, 5 Year Environment Plan, Digital and Cultural Strategies.
- 2.2 The Plan is available on the GMCA website [Places for Everyone](#)
- 2.3 The spatial strategy seeks to deliver sustainable, inclusive growth with the following spatial elements;
- Significant growth in jobs and housing at the core
 - Boosting the competitiveness of the northern districts
 - Sustaining the competitiveness of the southern districts
- 2.4 Economic prosperity is central to the overall strategy. It is essential to raising incomes, improving health and quality of life, and providing the finances to deliver better infrastructure, services and facilities.

- 2.5 Growing inequalities have a major impact on quality of life for Greater Manchester residents such as the ability to afford decent housing, good quality food and services. This Plan supports high levels of economic growth across Greater Manchester and seeks to put in place the measures that will enable such growth to continue in the even longer-term. However, delivering these high levels of growth means that Greater Manchester will need to continue to invest in the sites and critical infrastructure that will make it an even more attractive place for businesses to invest, bringing high-value, well paid jobs, to the city region; invest in skills and business development to support the foundational economy, and promote the continued progress towards a low-carbon economy.
- 2.6 The plan sets a target for the nine districts of at least 1,900,000 sq.m. of new office floorspace and at least 3,330,000 sq.m. of industrial and warehousing floorspace over the plan period.
- 2.7 Greater Manchester is facing a housing crisis and the impact of Covid 19, with potential increases in unemployment will exacerbate this. Although the Greater Manchester authorities have built more houses in recent years, wages have not been keeping pace with property price increases and affordability issues have intensified. The construction of new housing is also an important part of the economy, providing large numbers of jobs and often securing the redevelopment of derelict and underused sites.
- 2.8 To address the supply side Government has introduced a standard methodology for calculating local housing needs to provide local authorities with a clear and consistent understanding of the number of new homes needed in an area. Applying the current methodology means that around 10,300 (10,305) homes are required in per annum, equating to just under 165,000 (164,880) new homes over the plan period. The plan supports Greater Manchester's commitment to deliver more affordable housing - 50,000 units over the plan period, including 30,000 for social or affordable rent.
- 2.9 The Plan is not solely concerned with accommodating development. It also includes a range of policies designed to protect and enhance our many and varied green

spaces and features which are used in many different ways and afforded many different values by the people who live, work or visit the city-region.

2.10 The Plan supports the important role of our natural assets by:

- Taking a landscape scale approach to nature restoration ;
- Seeking to protect and enhance our network of green and blue infrastructure;
- Seeking a significant overall enhancement of biodiversity and geodiversity; and
- Seeking to maintain a new and defensible Green Belt which will endure beyond the plan period.

2.11 The plan supports wider strategies around clean air, walking and cycling and underpins Greater Manchester's ambition to be a carbon neutral city-region by 2038. A key element of this is to require all new development to be net zero carbon by 2028 and to keep fossil fuels in the ground.

2.12 There is a strong focus in the plan on directing new development towards sites within the existing urban area, which are often in sustainable locations, close to facilities and served by existing infrastructure. Maximising the use of land in the urban area reduces the need to release greenfield and Green Belt land for development.

2.13 The land supply identified for development in the plan is largely within the urban area:

- Offices - 99%
- Industry and Warehousing- 47%
- Housing - 90%

2.14 There are significant viability issues in parts of the conurbation and there is a need to continue to press Government for support to remediate contaminated land, to provide funding for infrastructure and to support alternative models of housing delivery. The recently announced Brownfield Housing Fund is targeted at Combined Authorities and begins to help to address viability issues, but it is not enough to enable the full potential of our brownfield land supply to be realised.

2.15 The Plan proposes a limited release of a Green Belt for both housing and employment. The net loss of Green Belt proposed is 1,754 hectares. This represents

a significant reduction (60%) from the 4,371 hectares which were proposed for release by the nine PfE districts in the 2016 GMSF.

3. THE CONSULTATION

- 3.1 The 'Publication stage' is a formal consultation on the draft joint DPD pursuant to Reg. 19 of the Local Planning Regulations. It is a statutory stage that provides an opportunity for organisations and individuals to submit their final views on the content of the plan. Following consultation on the Publication Plan, the draft joint DPD and the representations made in the Publication stage are sent to the Secretary of State – this is called the 'Submission stage', pursuant to Reg. 22 of the Local Planning Regulations.
- 3.2 The Planning and Compulsory Purchase Act 2004 (as amended) (PCPA) states that the purpose of the examination is to consider whether the plan complies with legal requirements, the duty to co-operate and is "sound"
- 3.3 The 'Duty to Co-operate' became a legal requirement under the provisions of the Localism Act, which came into force in November 2011. It states that local planning authorities and are under a duty to cooperate with each other, and with other prescribed bodies, on strategic matters that cross administrative boundaries. Duty to Co-operate bodies are made up of neighbouring authorities and public bodies. The nine members of the Joint Committee must have regard to the activities of the GM Local Enterprise Partnership (LEP) but the LEP is not subject to the requirements of duty to co-operate. The LEP has been engaged at each stage of the GMSF process and has not raised any concerns with the proposed approach or policy framework.
- 3.4 A Duty to Co-operate Statement and Draft Statement of Common Ground has been prepared. This is available on the website ([Duty to Co-operate Statement](#)). This identifies the collaborative activity to date. The GM LEP has been engaged with the preparation of the GMSF and PfE through the GMCA Governance structure. The GM LEP works in partnership with the GMCA to deliver joint strategic priorities in the Greater Manchester Strategy. Since 2015 it has received reports on the GMSF relating to the current position and any consultations.

3.4 LEP members are requested to to authorise the Chair of the Local Enterprise Partnership to sign the Statement of Common Ground prior to Submission of PfE 2021 to the Secretary of state.

3.5 Soundness is explained in paragraph 35 of the National Planning Policy Framework (NPPF). The Inspector(s) has to be satisfied that the Plan is positively prepared, justified, effective and consistent with national policy.

4. THE EVIDENCE BASE

4.1 A comprehensive evidence base was assembled to support the policies and proposals in the GMSF 2020. This evidence base remains the fundamental basis for the PfE 2021 and has remained available on the GMCA's website since October 2020. This evidence base has been reviewed and updated in the light of the change to the PfE2021 and, where appropriate addendum reports have been produced. The evidence documents which have informed the plan are available on the website ([PfE evidence base](#)).

5. COMMUNICATIONS AND ENGAGEMENT PLAN

5.1 The consultation is being carried out in line with the requirements of the district Statements of Community Involvement. A detailed Comms, Engagement and Media plan has been prepared to support this plan. Comments can be made via the GMCA consultation portal ([GM Consult](#)), via email (placesforeveryone@greatermanchester-ca.gov.uk) or by letter, GMCA, Broadhurst House, 56 Oxford Street, Manchester M16EU.

6. NEXT STEPS

6.1 Following consultation on the Publication Plan, the draft joint DPD and the representations made in the Publication stage are sent to the Secretary of State – this is called the 'Submission stage'. Upon completion of the consultation on the Publication Plan in late 2021, a post-consultation report will be prepared and then the plan will be submitted to the Secretary of State for Examination in early 2022.

Submission requires approval of each of the nine Full Councils of the participating local authorities. If major new issues pertaining to compliance or soundness arise at the Publication Consultation stage there would need to be further consultation prior to any submission of the plan.

- 6.2 An Examination in Public takes place at which a Planning Inspector will consider the joint DPD and representations made in respect of it and determine whether the DPD is capable of being adopted, either with or without amendments.
- 6.3 Assuming that the document is capable of adoption, whether with or without amendments, the ultimate decision to adopt must be taken by each of the Full Councils of the 9 participating local authorities
- 6.4 On this basis the timetable for preparation of the PfE 2021 plan is:
- Publication Plan (Regulation 19) – period for representations August – October 2021
 - Submission (Regulation 22) – January 2022
 - Examination- 2022/23
 - Adoption - 2023

7. RECOMMENDATIONS

- 7.1 Recommendations are found at the front of the report

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GM LOCAL ENTERPRISE PARTNERSHIP BOARD

SUBJECT: International Update - International Strategy Refresh and Recent Engagements

DATE: 22nd September 2021

FROM: Cllr Elise Wilson, Leader of Stockport Council and GM Economy Portfolio Lead and Mike Blackburn, Internationalisation Lead, GM LEP

PURPOSE OF REPORT:

This report provides LEP members with:

1. An outline of the GMCA's planned approach to refreshing Greater Manchester's International Strategy.
2. An update of GM's recent international engagements and a forward plan of activity

RECOMMENDATIONS:

The LEP Board is asked to provide feedback on the following:

1. Review and consider the updated strategic context for the refresh of GM's International Strategy, highlighting any gaps or further challenges and opportunities.
2. Provide feedback on the outlined principles for the refresh of GM's International Strategy, suggesting further principles if required.
3. Agree and formally approve refresh approach.

BOLTON
BURY

MANCHESTER
OLDHAM

ROCHDALE
SALFORD

STOCKPORT
TAMESIDE

TRAFFORD
WIGAN

CONTACT OFFICERS:

John Wrathmell

Director for Strategy, Research & Economy, GMCA

John.wrathmell@greatermanchester-ca.gov.uk

Rebecca Drakeford

International Strategy Officer, GMCA





Rebecca.drakeford@greatermanchester-ca.gov.uk

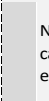



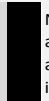
Maria Gonzalez

Principal, International Relations, GMCA

Maria.gonzalez@greatermanchester-ca.gov.uk

Equalities Impact, Carbon and Sustainability Assessment:

Impacts Questionnaire		
Impact Indicator	Result	Justification/Mitigation
Equality and Inclusion		
Health		
Resilience and Adaptation		
Housing		
Economy	G	
Mobility and Connectivity		
Carbon, Nature and Environment		
Consumption and Production		
Contribution to achieving the GM Carbon Neutral 2038 target		
Although the International Strategy does not directly contribute to achieving the GM Carbon Neutral 2038 it potentially enables it through a number of GM's International priorities. For example, the City-region Diplomacy encourages policy exchange and best practice learning with other places around the world. A key topic of collaboration identified in this area is not case		
Further Assessment(s):	N/A	
 Positive impacts overall, whether long or short term.	 Mix of positive and negative impacts. Trade-offs to consider.	 Mostly negative, with at least one positive aspect. Trade-offs to consider.
 Negative impacts overall.		

Carbon Assessment		
Overall Score	Result	Justification/Mitigation
Buildings		
New Build residential	N/A	
Residential building(s) renovation/maintenance	N/A	
New Build Commercial/Industrial	N/A	
Transport		
Active travel and public transport	N/A	
Roads, Parking and Vehicle Access	N/A	
Access to amenities	N/A	
Vehicle procurement	N/A	
Land Use		
Land use	N/A	
 No associated carbon impacts expected.	 High standard in terms of practice and awareness on carbon.	 Mostly best practice with a good level of awareness on carbon.
 Partially meets best practice/ awareness, significant room to improve.	 Not best practice and/ or insufficient awareness of carbon impacts.	

Risk Management: N/A

Legal Considerations: N/A

Financial Consequences – Revenue: There are no specific financial consequences in terms of revenue associated with this work.

Financial Consequences – Capital: There are no specific financial consequences in terms of revenue associated with this work.

Number of attachments to the report:? 0

BACKGROUND PAPERS:

Greater Manchester One Year International Strategy - [International - Greater Manchester Combined Authority \(greatermanchester-ca.gov.uk\)](http://greatermanchester-ca.gov.uk)

1. INTRODUCTION/BACKGROUND

- 1.1 Greater Manchester is a place that recognises the transformational impact internationalisation can have on the city-region. The International Strategy brings together our ambition and priorities under a single framework, giving us a shared international vision and narrative for engaging internationally.
- 1.2 The strategy aims to ensure that where appropriate we coordinate our international efforts and activity to ensure our efforts are greater than the sum of their parts.
- 1.3 In 2017, the GM LEP and GMCA agreed a three-year internationalisation strategy. A three-year refresh of this strategy was due in 2020, however the challenges of the pandemic meant this process was delayed and GM's attention shifted to focusing on measuring the impact CV-19 was having on our international priorities.
- 1.4 In response to the challenges that emerged, a one-year roll over international strategy was agreed, published in-line with the Living with COVID Resilience plan in October 2020.
- 1.5 Preparations have now begun full a refresh of GM's International Strategy which is due to be finalised in November 2021, published in-line with the GMS. To date the GMCA have:
 - Completed a full evidence base update
 - Review performance against the 2020/2021 strategy and implementation plan
 - Established the core principles of the refresh
 - Begun wider consultations with GM stakeholders and the 10 districts.

2. One Year On – An Evolving and Uncertain Context

- 2.1 **Impact of COVID and Brexit on GM's International Priorities** - Although still evolving, the impact of COVID on GM's international activity has been hugely significant. The Brexit transition has also exacerbated some of these issues.
 - 2.1.1 **Foreign Direct Investment** - In 2020 the OECD reported a 38% fall in global FDI. This is broadly in line with the 35% drop off in investment projects experienced by the UK and the 31% decrease in project wins experienced in GM. It is expected this will recover
 - 2.1.2 **Trade** – GM Export Data is not currently available; however, ONS statistics show that UK goods exports were down 15% and service exports down 18.5% from 2019. It is difficult at present to differentiate between the impact Brexit and the pandemic has had on our trade volumes.
 - 2.1.3 **Visitor Economy** – Figures estimate a 73% decline in visits to GM with recovery to normal levels not currently expected. Suppressed demand for city destinations, fall in corporate business travel, conferences and major events will impact the speed of GM tourism recovery.
 - 2.1.4 **Connectivity** – Aviation connectivity has fallen dramatically throughout the CV-19 pandemic as borders. While routes are opening up again, there is significantly reduced long-haul connectivity outside of London and the Southeast.
 - 2.1.5 **International Students** – International student numbers and applications to GM's universities have remained broadly unaffected and are increasing. International

student applications from Europe are anticipated to decrease following our departure from the EU.

- 2.1.6 Despite the challenges outlined above and many international borders being closed, GM has continued to progress its internationalisation efforts by building on existing and developing new relationships. A summary of these engagements can be found in section

2.2 A New GM Context

- 2.2.1 Since the publication of GM's One-year International Strategy in 2020, the Mayor has been re-elected and GM's wider Strategy Portfolio has continued to develop. Key developments include the publication of the LEP's Economic Vision, InnovationGM and the GM Independent Inequalities Commission, all of which will feed in to the refreshed.
- 2.2.2 The refresh will align itself with the new Greater Manchester Strategy, drawing on its place-based approach, themes, timeframes and ensuring that any relevant shared commitments, outcomes and indicators are aligned.

2.3 International Context

- 2.3.1 The international context continues to evolve. Global trends such as changing international supply chains, economic nationalism and growing international competition are all important within the context of the international strategy.
- 2.3.2 GM must also consider wider trends that have accelerated as a result of the pandemic such as digital transformation, home working and the growing importance of decarbonization and the CSR agenda.

2.4 National Context

- 2.4.1 Following the UK's departure from the EU, the UK continue to sign Free Trade Agreements (70 to date) in its efforts to reduce or eliminate tariffs on exports.
- 2.4.2 In March 2021 government published the Integrated Review, setting out the UK's new international ambitions and foreign policy ambitions. Narrative focuses on the UK as a "force for good" with priority markets shifting towards the Commonwealth and high-growth emerging markets.
- 2.4.3 In Autumn 2021 UK government are expected to publish new Investment and Export strategies. We will engage with government on the development of these strategies, ensuring we clearly demonstrate how Greater Manchester can support the delivery of Global Britain.

3. Refresh Approach – Key Principles

3.1 As consultations continue and the drafting of the refresh begins, a number of core key principles have been defined.

- 3.1.1 **Strategy Timeline** - Strategy will adopt the same timeframe as the upcoming GMS – 10 Year Strategy with 3-year implementation.

- 3.1.2 **Vision and Ambitions:** Strategy will introduce an international vision and ambitions for GM which will be shared and owned by our international delivery partners across the city-region.
- 3.1.3 **Strategic Alignment:** Strategy will draw on the place-based approach being taken for the GMS refresh as well as support the delivery of GM's wider strategy portfolio and the work of our 10 districts.
- 3.1.4 **Strategic Framework:** Based on positive feedback, the strategic framework with its five core priorities and three enabling priorities will remain the same, continuing to showcase the inter-connectivity between all our international activity and promoting partnership working.
- 3.1.5 **Strategic Objectives:** The Strategic objectives which sit under GM's eight international priorities will be reviewed and updated by GM's key delivery agencies and the GMCA to reflect new challenges and opportunities.
- 3.1.6 **A New Baseline:** Due to the impacts of Brexit and the pandemic, in some instances there is limited value in comparing pre-2019 and post-2021 data. The refreshed strategy will look to take what we can from pre-2019 trends and identify a new baseline for success (inc. new measures) in this new and uncertain context.
- 3.1.7 **Success and Performance Measures:** New measures will be identified to help measure performance and identify areas for improvement, where possible these will relate to the GMS measures and the GM Economy Dashboard.
- 3.1.8 **Flexibility:** In-light of continued uncertainty, new ambitions and targets must be well thought-out and flexible, enabling us to monitor and respond to future challenges and opportunities.
- 3.1.9 **International Markets:** International priority markets will likely remain the same although these will be reviewed against UK Gov's future priorities as outlined in the integrated review and soon to be published Export and Investment strategies. "Monitor" markets will also be re-introduced as per 2017 strategy.
- 3.1.10 **Governance:** The International Strategy will continue to be jointly owned by the GMCA and LEP and its delivery will continue to be monitored by the International Marketing and Advisory Board (IMAB).
- 3.1.11 **GM's Districts** –GM will consult with all 10 districts providing an opportunity to feed into the International Strategy ensuring where possible work aligns, and connections are made. While the benefits of internationalisation will differ across the 10 boroughs depending on their place assets, more generally a strong international strategy will enable GM to better coordinate its international activity and in turn help to drive trade and investment, improving productivity across the city-region.
- 3.1.12 **Engagement with Government and Global Britain:** Refreshed strategy provides a platform to engage with government, particularly DIT, FCDO, DCMS and BEIS. We will use strategy to outline how GM can support UK Gov in delivery Global Britain and outline further opportunities for closer joint working – eg. Re-instating connectivity to MAN, DMO funding, closer joint working with the new Office for Investment and City-region Diplomacy.

4. Next Steps

September	<ul style="list-style-type: none"> Planned refresh approach and framework to be presented at September meetings (IMAB, Growth Board, WLT, Leaders Strategy and LEP) Continue to consult GM's international stakeholders and the 10 districts on the International Strategy refresh Sign off new indicators, measures, set new targets Meet with relevant strategy partners to refresh and update strategy's narrative and content, including reviewing and updated the strategies strategic priorities
October	<ul style="list-style-type: none"> Pull together consultation feedback and update strategy copy, testing narratives and priorities throughout process
November	<ul style="list-style-type: none"> Final Strategy copy to Growth Board, WLT, Leaders Strategy, LEP and CA on 26th Nov Work with GM LEP and Marketing Manchester to develop International Strategy Communications Plan Formally Launch Strategy

5. International Engagements and Activity

5.1 Since the launch of the refreshed international strategy in October 2020, the GMCA International team has worked with partners in GM, UK and internationally, to deliver the actions of the City-region Diplomacy priority of the International Strategy. Focus has been given to the primary and opportunity markets. These include:

5.2 Japan

- 5.2.1 Establish a GM-Japan Steering Group chaired by the Honorary Consul of Japan in the UK, Jo Ahmed.
- 5.2.2 Delivered a GM-Japan Free Trade Agreement virtual event co-hosted by Ambassador Hayashi and Mayor Andy Burnham
- 5.2.3 Plans to host a GM-Tokyo Olympians reception with Ambassador Hayashi in October.
- 5.2.4 Successfully secured support from the European Commission (IURC programme) to develop a city-to-city partnership with Osaka.
- 5.2.5 Plans to host a virtual mission for Japanese businesses in London in late 2021

5.3 Germany

- 5.3.1 Visit of Ambassador Michaelis to Manchester in July.
- 5.3.2 Signing of a Memorandum of Understanding with the Ruhr Metropole in September – MoU was endorsed by the British Embassy and the State of North Rhine Westphalia
- 5.3.3 Visit of State Minister for Economic Affairs, Digitalization, Innovation and Energy in NRW,
- 5.3.4 Appointment of Richard Carter, Former MD of BASF for UK & Ireland as the GMCA's Special Advisor for Germany

5.4 India

5.4.1 Mayor to sign Memorandum of Understanding with the State of Maharashtra.

5.5 Ireland

5.5.1 Virtual Irish-GM-LCR Summit with Mayor Andy Burnham, Mayor Rotherham, Minister Coveney, Minister Stuart, Ambassador O'Neill and Ambassador Johnston in November 2021.

5.5.2 Opening of the Irish Consulate General in July.

5.5.3 Visit of Minister Coveney, Minister for Foreign Affairs in October

5.5.4 Planned Mayoral Mission to Ireland in March 2022

5.6 Other senior diplomats and official we have hosted or planned to host this year – Ambassador of Israel, Ambassador of Spain, Ambassador of Ireland, High Commissioner of Pakistan, High Commissioner of India and British High Commissioner to Omar.

5.7 The Mayor has also agreed his International Mission Plans for his current term in office:

- 2021 – Germany
- 2022 – Ireland (March) then Pakistan and Bangladesh (September)
- 2023 – Japan and India (March)
- Additional visits to key markets in the US will also be considered for other GMCA political representatives



GM LOCAL ENTERPRISE PARTNERSHIP BOARD

SUBJECT: GC: Business Support, International and Marketing Update

DATE: 22nd September 2021

FROM: Mark Hughes, Group Chief Executive, Growth Company

PURPOSE OF REPORT

To provide an update on the business situation in Greater Manchester and how, in response, The Growth Company (GC) is providing support to GM's economy. The report focuses on GC's Growth Hub, Business Finance, Marketing Manchester and MIDAS services.

RECOMMENDATIONS:

The GM LEP Board is requested to:

Members are asked to note the contents of the report.

CONTACT OFFICERS:

Mark Hughes MBE – Group Chief Executive, The Growth Company
Mark.Hughes@growthco.uk

Equalities Impact, Carbon and Sustainability Assessment:

GC is committed to putting equality, diversity and inclusion at the heart of its services. The activities which are updated upon within this report are delivered with the recognition of the importance of supporting a diverse range of businesses and individuals across Greater Manchester and providing equal opportunities for all. Programmes are designed and monitored for EDI.

GC is committed to delivering 10 EDI pledges, as published on its website, and has appointed an Equality, Diversity and Inclusion Lead, Novlette Balela OBE, who has kickstarted this role with supporting the recruitment of key EDI roles within GC, is working with our Social Value Lead in developing a Black/African Business Network and is undertaking an EDI audit of GC programmes and services and will be presenting a report on the outcome of this to SMT in October.

Whilst not covered under the details of this report, GC supports and delivers services which contribute towards GM's ambition to achieve carbon neutral living in the city-region by 2038. This includes specific projects such as the Low Carbon programme and providing support and advice to businesses to accelerate their implementation of energy and material efficiency measures in the design and production of their products and services.

GC also provides a focused sector development programme for the Low Carbon and Environmental Goods and Services sectors.

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.

Risk Management:

N/A

Legal Considerations:

N/A

Financial Consequences – Revenue:

N/A

Financial Consequences – Capital:

N/A

Number of attachments to the report:

0

BACKGROUND PAPERS:

N/A

1. PROGRESS21 EVENT & AUTUMN RECOVER CAMPAIGN

Progress21. Taking place on the 23 September at Manchester Central is a one day, three events (Careers, Business and Global): igniting career prospects, business opportunities and global ambition. The event aims to support and increase economic momentum, including update in in-person activity. LEP members are taking lead roles, including Lou Cordwell OBE, Andy Burnham, Cllr Elise Wilson, Mike Blackburn OBE, Sir Richard Leese OBE, Steve Connor and Justine Kelly. All Board members are asked to prompt this event and to date we have 3,500 registrants, 130 speakers and 180 exhibitors.

Autumn Recovery Campaign. GC is developing an Autumn business/investment recovery campaign, building on the support offered by Progress21. It will respond to the continued needs of businesses to support recovery and the evolving priorities of the GMCA & LEP. Key themes include Innovation, Net Zero, Skills and Inclusivity and GMS sectors, integrating these across our promotion and attraction of investment to GM with support for business already in GM. The campaign will package together new and existing support programmes utilising local and national programmes.

2. BUSINESS AND ECONOMIC CONTEXT

- **GC Business Survey.** Our Covid related Business Survey running since March 2020 and, with over 7,900 responses, is the largest scale survey of its kind and adapts to new issues of interest.
- GC Business Survey Results (29th July – 3rd September, 122 businesses responded). Results indicate a continued positive outlook in terms of economic resilience and financial stability of firms. This is evidenced by lower levels of reports of decreased sales (down by 7% to 31%) and increases in reports of increased sales (up to 31% from 20%), consistent maintenance of cash reserve levels (71% have more than 6-months' worth, an increase of 4%), a stable level of expected redundancies (81% not planning any, down 6% on the previous month, although those intending to make redundancies only increased by 4%) and finally, an increase in business optimism to 7.4 (a business confidence rating score out of 10), the second-highest level recorded.
- However, it is clear that supply chain issues (29%, the highest ever level), caused both by self-isolation of staff as well as Brexit and pandemic-related supply disruption, continue to cause issues in terms of raw materials shortages (18% also the highest level seen) as well as price inflation and delays to production, output and supply. For some firms this has resulted in a slight increase in suspended investment (8% up from 5%). These have been exacerbated by labour shortages in logistics, global transportation issues and recruitment difficulties; although, there was a decrease in the number of firms stating that their staff were self-isolating (6% down from 14%).
- 40% of firms are actively recruiting, which is up 10% on the previous reporting period, this is consistent with Adzuna vacancy data showing an increase in 47,000 jobs in GM this week.
- Most sectors are seeing increase in investment and confidence, with firms most interested in investing in Innovation 45% and Workforce Development 52%. Moreover, firms' willingness to increase capital expenditure (43%) has also increased.

Main impacts and challenges:

- The main impacts facing businesses are decreased sales (31% vs 38% previous month), business travel to clients (32% vs 37%) and cashflow issues (25% vs 25%).
- By sector, the impact of decreased sales is most prevalent in Creative, Digital & Tech (50%), Hospitality, Tourism, and Sport (45%), Business, Financial, and Professional Services (33%), and Retail and Wholesale (30%).
- The main challenges are currently seen as: getting access to new domestic sales opportunities (70% vs 66%), developing new products & services (38% vs 40%), developing your business model & approach (41% vs 37%), managing the overall finances (43% vs 38%), and workforce and skills (27% vs 32%).

Growth and Business Prospects:

- 69% of firms (up from 66%) expect profits to increase, while 2% (down from 3%) expect a decrease. Manufacturing and construction sectors were most likely to report an increase.

- 31% of firms in the last month reported that they experienced an increase in sales (up from 20%), and the sectors most likely to report an increase in sales over the last 8 weeks are manufacturing and construction.
- Investment: 43% of firms expect to increase Capex in the year ahead. 45% of firms expect to increase their allocation towards investing in innovation, followed by workforce development and skills (52% stable at 53% previously, and digital transformation (50% up from 47% previously).

3. GC SUPPORT SERVICES & ACTIVITIES

3.1 Business Support

The national policy and commissioning landscape remains fluid with key areas such as Levelling Up, LEP Review, Shared Prosperity Fund, and Export Strategy timelines and outcomes still unclear. This is impacting service commissions such as DIT Trade, DWP Self-Employment Support and DCMS Creative Scale Up, Growth Hub funding, Peer Networks and BEIS Made Smarter. Alongside this, we are still awaiting decisions on Community Renewal Fund which was due to commence 1st September. Much of this is expected to become clearer at or around the CSR on 27th October.

Creative Industries Accelerator. The Growth Hub is currently delivering three 2-day Accelerator programmes aimed at the Creative Industries over the summer to create resilience focusing on strategy, people, finance and operations. Alongside this, a new report has been developed and published outlining key statistics within the sector. [Creative Industries Report | GC Business Growth Hub](#). **Funding ends in March 2022, and we are currently exploring options.**

Peer Networks. The Growth Hub will be delivering 6 different peer network groups starting from September. Each network will focus on a different theme or sector including the manufacturing sector, green technologies and services sector, mentoring, leadership, internationalisation and the third sector. **There could be an opportunity to access future funding for this from January 2022 where other regions haven't different their specific allocations.**

Global Scaleup. We will be hosting two virtual international missions in Autumn, the first one will be focused on Tampa, Florida in September with the second one focusing on Melbourne, Australia in October both cohorts will have a focus on digital and tech sector opportunities, we expect between 12 and 20 businesses to participate in each mission

Leadership and Management. GMCA, the Growth Hub and the four GM businesses schools are planning the launch of a new GM focused Leadership and Management offer from January 2022. This £2m programme will enable the Growth Hub to continue to deliver executive coaching, targeted programmes and mentoring along with a new digital platform which the business schools are developing which will enable GM leaders to access a bespoke online programme at a time and place which meets their needs.

Made Smarter. Demand for Digital Transformation Workshops remains high and is 68% ahead of target and this will follow through to placements, projects and L&M delegates. The number of new clients registering with the programme is improving as a result of the new focused campaigns started recently. Pre-covid potential clients are returning to the programme. The current programme is due to end in March 2022 and has submitted, at the request of BEIS, a budget for a further three years.

Good Employment Charter. Active and strong progress now sees Over 500 employers engaged, 230+ Supporters and 34 Member, covering 230,000+ employees. A revised Supporter registration process and increased recognition of the Charter in public procurement exercises has raised levels of engagement. Worked closely with the Race Equality and Disable Peoples' Panels to develop collateral and guidance for employers. Currently working with Timewise on introducing flexible/hybrid working practices and with the LEP and NTE adviser on the development of a targeted engagement campaign with the hospitality sector.

Skills for Growth SME Support. The Skills for Growth (SFG) programme supports businesses to better understand and develop their staff and people strategies to support businesses' needs. To

the end of August, 2,248 businesses have been engaged by the SFG brokerage service, with 740 Skills Productivity Plans, 699 Individual Skills Development Plans, Referrals into BridgeGM/Good Employment Charter 438, Apprenticeship Starts 27 and completion 24. However, the programme is behind initial targets and in response additional new and different resources, enhanced marketing, greater partner collaboration and a new associate model and have commenced.

EnterprisingYou (EY). Provides support for GM residents who are self-employed or Gig workers with earnings of less than £27k. To date the programme is on target with 4082 enquiries and 1525 starts on programme. New developments include - “fast track” support being introduced for those clients that are time poor/time critical; and an aftercare pack for clients who’ve completed on programme to enable and support their continued development & growth. We have an upcoming Alumni Virtual Business Networking event (8/10) to promote the EY Finance workshop plus webinars – Quick wins to cut carbon footprint (22/9 & 21/10); HR Lunch & Learn session (2/11).

GC Kickstart. GC employer clients now 874 (increase of 160) placements approved by DWP & uploaded to the JCP system (284 have been filled; 13 are under job offer; 326 remain to be filled; and 146 are in the process of going live on the Jobcentre vacancy system). With the addition of those 146 we will have had over 1000 placements approved. The fill rate has improved. We will make one further submission to DWP for a final 250 placements, unless the programme is extended.

Journey to Net Zero. Following a successful programme launch in August, the first cohort workshop now concluded, and second cohort will end on the 14th of September with strong feedback from attendees. Momentum is building and Cohort 3 is oversubscribed (at 24 businesses registered). Recruitment for Cohort 4 to launch 12th October is now active. To date 60 businesses registered.

Energy Innovation Agency (EIA). A Business Development Lead has been appointed and starts in role mid-September. A Director has also now been appointed with an October start date.

Project Verdigris. Collaborative engagement with key stakeholders continues. Meetings are ongoing to ensure there is no service overlap and existing infrastructure is accounted for and incorporated going forward. Key aspects under consideration include an SME business pledge, promotion of a switch to renewable energy campaign, and wider promotion of the Journey To Net Zero offer with structured targeting to ensure breadth and depth of impact in the near term.

Community Renewal Funding Bids. GC has submitted 5 bids, in collaboration with a number of partners, and all have been successfully included in the recommendation from GMCA to central government. There is no update and the programme was meant to start on the 1st September.

Innovation GM. GC has provided an outline for an ‘Inclusive Innovation’ programme to engage SMEs as part of the IGM portfolio to energise the innovation eco-system including embedded, client led and modular service components. A network of innovation champions and leaders, working with intermediaries to increase the levels of R&D activity/collaboration and provide access to finance and intended to be open to all sectors. Operating post ERDF, it seeks to take advantage of a less prescriptive approach and will form part of the anticipated Government expression of interest in IGM.

InnovationEdge. With the end of Horizon and the European Enterprise Network, GC is now delivering a small component (9 of @300 delivery staff) of InnovateUK’s relatively new InnovateEdge service which focuses on high growth business with innovation challenges including support for finance, IP, go to market and strategy.

Procurement and Diversity of Businesses. With the support of Marilyn Comrie, Rose Marley and potentially the Centre for Tendering, GC is reviewing procurement, tendering and business support provision across the group to become more inclusive through: increasing the reach of opportunities, creating programmes to upskill in relation to tender applications; develop our feedback for both successful and unsuccessful tenders to support upskilling; mapping the current pan-GM support for social economy organisations and appropriate referrals routes – incl. but not limited to GMCVO, Co-ops UK and wider VCSE local infrastructure organisations; the recruitment of 4 new business advisors (EDI X1, Procurement and Supply Chain X2 and Third Sector Development X1) within the Business Growth Hub to continue our work across the wider Social Value agenda and our active engagement with GMCA’s ‘Living Wage Region’ and Social Enterprise Action Group.

3.2 Business Finance

Business lending. GCBF has invested £2m in 73 GM businesses, low activity in July/August while Recovery Loan Scheme Legal were completed by the BBB. Now in place to support lending going forward, this has been bolstered by confirmation that a further £5m of capital will be provided for NPIF Microfinance and an extended investment period pending the procurement of NPIF2 in 2023.

Innovation & Angel Finance. Demand continues to be high across GM. GC Angels has successfully invested £2.69m of LGF funding leveraging £13.2m of private co-investment, with a large and growing qualified pipeline of circa £21m. GC Angels now needs to urgently address access to new capital for this successful market gap bridging service. Short-term options are being explored and angel finance will also be approaching national funding rounds.

Start-up Loans. Start Up Loan activity has continued to build back strongly in line with the easing of Lockdown measures and recovered to near normal 'pre-Covid' monthly levels resulting in the 5 months to end Aug 21, £3.385m invested in 268 GM start-ups.

3.3 International & Marketing: Marketing Manchester

DMO Review. At time of writing the Government issued the [Independent Review of Destination Management Organisations in England](#), into which MM has had input and the report reflects many of our views. There are 12 key recommendations including a new DMO structure with a top tier Destination Development Partners (DDPs); core reliable funding (no specific amounts referenced and balanced by a recommendation for significant use of private sector funding) subject to application and criteria. Given criteria including regional scale, built around destinations and international access it is expected, if implemented, that MM would qualify as a DDP. The review also calls out for a greater role in place shaping and a greater appreciation of the economic value of tourism to local economic development. It is envisaged that DCMS will progress its response to these recommendations through CSR and they will also be reflected in the GMCA CSR submission.

Upcoming activity. Full programme of engagement with Ministers and fringe events during the Conservative Party Conference in early October. Plans are also underway to hold a Prestige Partner event in November with Joanne Roney as Key Speaker. Work will gather pace around the preparation of a new GM Tourism Strategy and the development of a proposal for a city centre Accommodation Business Improvement District. Continued drive on DMO Review.

Tourism Campaigns

- **Summer in the City** campaign and **#HereforCultureMCR** are now complete. **Summer in the City** generated + 30m paid impressions across digital & social and 304,692 web visits, **#Hereforculture** 56,521,836 paid impressions & OTS across digital, OOH & publishing channels generated 329,011 page views across campaign content.
- **US campaign with Avanti** – MM partnered with US Travel Trade specialist Avanti Destinations to promote GM's new bookable product. The campaign will be live from August to November, directing agents to the Visit Manchester Microsite | Avanti Destinations.
- **Autumn in the City** - Campaign activity will be delivered September to November, focused on UK day visits and short breaks.
- **Ryanair Europe campaign** – Campaign activity targeting European visitors from Ireland, Spain and Germany (delayed due to Covid) will recommence in the Autumn, subject to travel advice.
- **UKInbound conference** – MM partnered with UKInbound to bring hundreds of UK's travel trade from across the UK to Manchester for their annual conference 15-17 September.

Conferences & Events. 98 live conference opportunities in the pipeline. To date 20 bids have been submitted 18 for business conferences and 2 for sporting events for 2022 and beyond with a cumulative potential economic impact of £113million and 16,850 attendees. Year to date, 8 business conference bids have been converted, securing £12million of economic impact and 7,120 attendees and one of which will take place in the current financial year. Detailed work on the Delegate Welcome as we welcome events back to the region is underway with numerous partners across GM.

Return to the Office, 'Working from Work' campaign is now live and will support the return of office workers to towns and city centres within Greater Manchester, with upbeat content and confidence boosting content shared across our networks and with our partners.

Sector Campaigns

- **Powering Innovation and Digital in the DNA** campaign activity rollout is underway focused on European sector specific publications and engagement through Progress 21 Global sessions.
- **Greener Greater Manchester** campaign launched online in July 2021 (www.greenergreatermanchester.com). A fully integrated campaign plan will be rolled out including a weekly blog, PR, news, digital and social. Partners will be welcomed to become active participants, aimed at maximising GM's reach. COP events with GMCA include:
 - [Northwest Green Zone](#) at Manchester Central, 9th November – Smart Cities & Energy.
 - [GM COP26 Fringe Events in Glasgow](#), 11 Nov – International Mayoral Event
 - [COP26 Blue Zone in Glasgow](#) - 7 observer registrations have been approved to MM & MIDAS

Press & PR. Time Out named Manchester the [third best city in the world](#). San Francisco and Amsterdam were ranked one and two, with Copenhagen and New York ranked four and five. Hosted media from the Belfast Telegraph and the Jewish Chronicle, and handled media enquiries from The Daily Telegraph, Irish Daily Mail, a German travel blog, The Times and assisted BBC Radio Manchester. Ongoing conversations with journalists include a piece in The Spectator/The Week, and Conde Nast titles. Last month's coverage included The Telegraph in the form of a [listicle](#), and a [Manchester travel guide](#), plus print coverage in Art Mag, Prima, Nat Geo Traveller UK, and Women and Home. Expect an episode of '[Mission Accessible](#)' to air on Channel 4, offering an accessible travel guide to Manchester, due for broadcast in early September, featuring comedian Rosie Jones.

3.4 International & Inward investment: MIDAS

NPH Trade & Investment. GC has led the development of the NPH Trade and Investment CSR submission which will also be included into the NP11 - Convention for the North CSR submission. This sets out the economic opportunity (£350m p.a. GVA) and alignment to core government policies of greater levels of inward investment and trade alongside a £67m, 3-year delivery programme.

Government relocations have now moved forward, with BEIS, OFCOM and Home Office confirming their new operations in the city region. Another major department has signed on 250 desks in serviced office accommodation and will officially announce their relocation imminently. Further discussions continue with a number of other departments, Arms-Length Bodies (ALBs) and Non-departmental Public Bodies (NDPBs).

Upcoming Activity:

Financial & Professional Services: working with KPMG and The City UK on a series of small, invitation only London roundtables on the subjects of The Future of the Office, ESG and EDI.

Creative, Digital & Tech: in September:

- Ecommerce campaign: worked with Statista to produce a report into emerging technologies used by ecommerce companies. This will be used as the basis for an ecommerce targeting campaign
- Cyber campaign: directly targeting companies alongside a wider cyber comms campaign
- London Tech Week: working with DIT Australia to engage with their virtual delegation
- Potential high-level tech dinner for T20 CDT targets and on-going projects

Life Sciences & Healthcare:

- 27th- 30th Sept: MIDAS virtual attendance at US MedTech Conference
- Sept: Project Hearts and Minds: In visit from Korean digital health company to meet with local ecosystem partners and view locations. Date TBC dependent on travel restrictions

- First phase of Longevity research now completed mapping GM assets to support Healthy Ageing agenda. Second phase to benchmark GM with UK underway to conclude October.

Advanced Manufacturing & Materials: Date TBC - India Graphene, Low Carbon & Industry 4.0 Virtual Roadshow, virtual roadshow in place of the physical graphene. Look to engage with T20 targets including Tata Motors and other core targets through targeting campaigns run alongside the event. Has been organised with DIT team in India but final date yet to be confirmed.

Projects:

- 18 project wins to date, creating 525 jobs and safeguarding 742. Number of project wins is 50% higher than this time last year but remains below the YTD pre-pandemic average of 25. Number of jobs created is 80% up against this time last year but remains significantly below the YTD pre-Covid average of 1,092. A number of large imminent projects, with 3 alone totalling 1,000 jobs.
- The number of project wins from new investors has risen to 7 - a more than threefold increase since this time last year but remains below the YTD pre pandemic average of 13. New investors make up 39% of this year's project wins and 26% of job creations. Again, owing to the imminent projects above, this jobs figure from "new" investors will also rise significantly.
- The majority of project wins have been in the advanced manufacturing sector with imminent projects in CDT and FPBS sectors due to see them deliver a significant boost in job numbers.
- There have been 151 projects added to the pipeline to date, with 4,215 jobs. Following a surge in projects in the ¼ of last year and the ¼ 2021/22, the numbers added to the pipeline fell in August – largely due to the holiday period, but also potentially reflecting a slight slow-down of UK growth.
- Looking ahead, MIDAS currently has 20 projects with 1,235 estimated job creations in the pipeline that are estimated to close next quarter and have a green or gold rating; this means that they are likely to close successfully. If the more tentative amber rated projects are included, the number of projects estimated to close next quarter is 96 with 4,376 jobs.

Recent successes include:

- **Hahn Plastics:** Expanding existing site in Manchester to facilitate new product lines/ranges and increase manufacturing, investing £4m in new machinery and increase staff numbers by 30.
- **Tenmat:** Have made two acquisitions and looking to consolidate on a new site in Greater Manchester increasing job numbers to up to 80 jobs and invest £2M in capital works.
- **Stepan** - Company increasing factory outputs at Stalybridge site, upgrading machinery and recruit additional process engineers, creating 10 new jobs.
- **Project Horizon** – New tech support function with 50 cyber focused roles for major UK cyber brand. Landed/recruiting with official 'launch' in October, therefore is still confidential.
- **GFT:** German IT consultancy that work in the banking and insurance sector have set up a new innovation hub in WeWork Spinningfields with plans to create 100 jobs.

Selected Projects in MIDAS pipeline include:

- **Project Breakdown:** existing investor retain 400 contact centre jobs and create up to 175.
- **Project Summer:** Consumer information company relocating contact centre, 400-500 roles.
- **Project Holt:** Shared Service Centre for large advisory firm.
- **Project Solace: R&D for** Quantum computing company, 150 jobs.
- **Project Aquarium:** Animation company considering a Northern base, 50 new jobs
- **Project Rain:** US Games company setting up a new UK HQ in GM, 700 jobs.
- **Project CSR:** French Engineering company new/tech operation in Manchester, 70 jobs initially.
- **Project Carl:** Cyber and defence company expanding and adding another 100 jobs.
- **Project Adam:** Professional services co. Looking to consolidate and expand tech function.
- **Project Glen:** Yorkshire retailer looking to set up new logistics hub in Rochdale, 200 jobs.
- **Project Pallets:** Manufacturer of sustainable packaging products looking to Rochdale, 100 jobs.
- **Project Grocer:** Innovative logistics firm looking to open base in GM, employing staff rather than self-employed 'gig economy' jobs. Up to 200 jobs.