

# Public Document



## GREATER MANCHESTER LOCAL ENTERPRISE PARTNERSHIP

**DATE:** Tuesday, 16 November 2021

**TIME:** 4.00pm - 5.30pm

**PLACE:** Wigan Investment Centre, Waterside Drive, Wigan, WN3 5BA  
([Map](#))

### AGENDA AGM

Item	Pages
1. Welcome, Apologies and Introductions Lou Cordwell	
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<b>District Focus</b>	
4. Welcome from Wigan and Update Cllr David Molyneux / Andrew Welch	
5. GM LEP and Wigan Discussion All	
<b>GM LEP Deliverables</b>	
6. Government Policy Update (Verbal) Andy Hollingsworth	
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### **Strategy and Performance**

9. GM Annual Delivery Report 13 - 28  
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Andrew McIntosh
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### **Governance**

13. Board Member Feedback on Meetings Attended  
All
14. Suggestions for Future Items  
All

For Information: Marketing and Comms Update

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## DECLARATIONS OF INTEREST

**16 November 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 LEE TEASDALE 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 FROM THE GREATER MANCHESTER LOCAL ENTERPRISE PARTNERSHIP BOARD HELD AT 16:00 ON WEDNESDAY 22 SEPTEMBER 2021 AT THE ALBERT HALLS, BOLTON TOWN HALL**

### **Board Members:**

Lou Cordwell (In the Chair)

Mike Blackburn, Steve Connor, Amanda Halford, Chris Oglesby, Miles Rothbury, Richard Topliss & Cllr Elise Wilson

Also Present: Cllr Martyn Cox (Leader of Bolton Council)

### **Advisors:**

Eamonn Boylan (GMCA), Simon Nokes (GMCA), David Rogerson (GMCA), Lee Teasdale (GMCA), John Wrathmell (GMCA), Sheona Southern (Marketing Manchester), Mark Hughes (The Growth Company), Jesse Garrick (BEIS), Gerry Brough (Bolton Council) and Clare Taylor-Russell (GMCA).

### **GM LEP/21/36 WELCOME, APOLOGIES & INTRODUCTIONS**

The Chair welcomed all present to the meeting.

Apologies were received from GM LEP Members Andy Burnham, Vimla Appadoo, Lorna Fitzsimons, Nancy Rothwell, Marilyn Comrie, Justin Kelly, Sir Richard Leese, Cllr Brenda Warrington and Vanda Murray.

### **GM LEP/21/37 DECLARATIONS OF INTEREST**

No declarations were received.

### **GM LEP/21/38 MINUTES OF MEETING OF 20 APRIL 2021 AND SUMMARY OF SUMMER DISCUSSIONS**

The Board considered the minutes of the previous meeting of 20<sup>th</sup> April 2021.

The Board were advised that the draft of the Greater Manchester Strategy (GMS) would be distributed round in October for feedback.

### **RESOLVED: /**

1. That the Board agrees the minutes of 20<sup>th</sup> April 2021 as a true and correct record of the meeting.

## ***DISTRICT FOCUS***

### **GM LEP/21/39      GM LEP – BOLTON UPDATE & DISCUSSION**

Martyn Cox (Leader of Bolton Council) and Gerry Brough (Director of Place Development, Bolton Council) were invited to update the Board on work taking place to regenerate Bolton town centre as well as its outlying conurbations. Points highlighted included:

- The last 18 months had seen the need for a considerable level of direct assistance to be provided to businesses within the Bolton area. This included the distribution of over 4,770 business grants to provide support during the pandemic. The Business Support team continues to provide advice to concerned businesses, including a close relationship with retailers based in Bolton town centre with Bolton Business Connect providing an online portal that promoted the use of local supply chains and contractors.
- The importance of the skills agenda was highlighted with the provision of adult re-training opportunities being paramount to this.
- To encourage footfall in the town centre, support had been provided to ensure the safe re-opening of the high street. This included the development of a recovery plan, supporting outside dining, and awareness raising communication programmes.
- In terms of town centre regeneration plans. Monies had been secured through the towns fund. This was being used to aid the delivery of four major regeneration projects: the business innovation hub conversion of the Wellsprings Building; the refurbishment of the gallery & central library; a public realm scheme based around Cheadle Square and the residential redevelopment of the old bus station interchange, following the TfGM supported development of the new interchange; and finally, the refurbishment/upgrading of the Bolton Market Hall.
- This would complement a mixed used redevelopment of Farnworth Market Precinct and the proposed redevelopment of Crompton Place in Bolton town centre and the building of Bolton School of Medical Sciences on land adjacent to Royal Bolton Hospital.
- Monies had been secured from the GM Brownfield Fund for the development of five sites – which would result in the building of 670 new homes in Bolton town centre.
- Regeneration plans were in place for each of the four major district centres outside of Bolton (Farnworth, Horwich, Little Lever & Westhoughton) – and delivery of these projects had already commenced. monies had been set aside for this, with potential further funds subject to capital receipts from sale of land elsewhere in the borough.

- Logistics North and plans around similar developments were referenced.

### **Comments and Questions**

- Members enquired about Bolton Business Connect and the level of uptake amongst local businesses. It was advised that it had only been launched a matter of weeks ago, so data was still being gathered at the present time. The aim was that following some initial Council funding and input, it would become self-funded via sponsorship by local businesses.
- Members noted the importance of residential schemes to repopulate the town centre. A query was raised regarding the number of residential units now dedicated to the town centre. It was advised that there was a need to be residential for 4500 people in addition to the 1200 dwellings already extant in the town centre.
- Members enquired about how the impact of these initiatives will be measured and were advised that this would be included in an evaluation covering metrics such as investment, employment, business survival and skill levels.

### **RESOLVED:/**

1. That the update on regeneration work taking place within Bolton and the wider district be received by the Board.

### **GM LEP DELIVERABLES**

#### **GM LEP/21/40      LEP ECONOMIC DASHBOARD MONITORING**

An update was given to the Board on the dashboard refresh.

- The dashboard had been utilised throughout the pandemic to measure economic activity through key metrics – providing a ‘regular drumbeat’ on how the economy was performing and gradually recovering.
- The dashboard had now been updated to better ensure that the metrics being followed were as relevant as possible to the evolving context and therefore would remain useful to all partner organisations.
- In terms of labour market measures – the ceasing of the furlough scheme would require close monitoring in terms of its potential impact on some employment sectors. Claimant counts were coming down, though not as quickly as might be hoped. There was currently a scenario in which there were a high number of vacancies, yet also high unemployment numbers – this disparity was largely due to a mismatch in the skills required by the firms currently recruiting.

- Travel metrics were highlighted. Overall, the number of journeys being taken had returned to pre-pandemic levels. However, a smaller number of these were related to people commuting to work than previously, with more travel for leisure and other purposes being seen. Also, more of these journeys were being taken by car, with modes of public transport still being down.

### **Comments and Questions**

- Members asked for further detail on travel patterns. It was advised that the traditional morning and evening peaks of commuter travel had flattened out quite considerably, with a more even spread of travel being seen throughout the whole day.
- Members enquired how the dashboard metrics related to wider GM targets. It was advised that, as part of the refresh of the Greater Manchester Strategy, an outcome framework was being developed that would align metrics and outcomes.

### **RESOLVED:/**

1. That the update on the Economic Dashboard metrics and the recent refresh be noted by the Board.

### **GM LEP/21/41      LEP ANNUAL DELIVERY PLAN UPDATE**

A report was provided that updated on the 2021/22 Annual Delivery Plan, which set out the key activities that would help GM LEP realise its strategic ambitions with a focus on the GM Economic Vision over the period to March 2022 and beyond.

The updated ESG framework was highlighted, which had built upon the suggestions raised in previous conversations. Approval was sought from members for the included workstreams.

The Plan included a Deliverables Dashboard including a range of metrics and milestones to measure progress in achieving the deliverables.

### **RESOLVED:/**

1. That the Board approves the updated ESG framework and the choice of UN SDGs.
2. That the Board notes the updated LEP Economic Monitoring Dashboard.
3. That the Board approves the draft LEP Deliverables Dashboard.

4. That the Board approves the appointment of Vimla Appadoo as LEP Diversity Champion.

## **STRATEGY AND PERFORMANCE**

### **GM LEP/21/42 PLACES FOR EVERYONE UPDATE**

A report was provided which updated members on the progress made on the Places for Everyone Publication Plan 2021. Which was a joint development plan for nine of GM's local authorities.

- The consultation process for the Plan had now entered its last two weeks. The LEP was not a statutory consultee for the Plan but there was agreement that the views of the LEP would be a valuable addition.
- It was asked if the Board would be agreeable to delegating authority to the GM LEP Chair to sign off the Statement of Common Ground.

#### **Comments and Questions**

- Cllr Wilson advised that Stockport is not covered by the Places for Everyone plan but has developed its own vision which builds on the previous GM wide work.
- The importance of unlocking the potential of brownfield sites was emphasised by Members.
- Members welcomed the Plan and thanked officers for the level of work put into making the Plan a reality.

#### **RESOLVED: /**

1. That the Board notes the Places for Everyone update.
2. That the Board agrees that the draft Duty of Co-operate/Statement of Common Ground accurately represents the position of the GM Local Enterprise Partnership and authorises the Chair to sign the Statement of Common Ground on behalf of the GM LEP.

### **GM LEP/21/43 GM INTERNATIONAL UPDATE**

A report was provided to the Board which outlined GM's planned approach to refreshing the Greater Manchester International Strategy and updated upon GM's most recent international engagements and a forward plan of activity.

- Members were reminded that last year had seen a temporary 12-month plan due to the levels of uncertainty at that time, however it was agreed that this year would see a full refresh of the Strategy.

- Input was currently being sought from leaders and partners across the city region.
- Ultimately, the overall vision for the strategy remained relatively similar reflecting Greater Manchester's key assets and international brand.

### **Comments and Questions**

- Reference was made to the national context and the impact of any potential trade agreements. It was advised that the strategy aligned with the Government's Global Britain ambitions and would take account of any trade agreements as they arose.
- Further reference was made to relations with countries such as Ireland and Germany – with members asking how these relationships were inaugurated. It was explained that this varied depending on context with connections built up through established relationships often providing the helpful initial conversations.

### **RESOLVED: /**

1. That the Board notes the outline of the GMCA's planned approach to refreshing Greater Manchester's International Strategy.
2. That the Board notes the update on GM's recent international engagements and its forward plan of activity.

### **GM LEP/21/44      MARKETING AND COMMS UPDATE**

The Chair provided an update on the strategic communications activity undertaken on the GM LEP's behalf by Marketing Manchester and GMCA communications colleagues during August 2021.

This included a strategic marketing action plan which built upon learnings taken from recent months.

### **RESOLVED: /**

1. That the Board notes the update.
2. That Board Members be asked to support GM LEP strategic communications through their own channels.

### **GM LEP/21/45      GROWTH      COMPANY      BUSINESS      SUPPORT, INTERNATIONAL AND MARKETING UPDATE**

The Board was advised that the paper was evolving towards providing a preview function rather than as a review of recent activity.

- The Progress21 event was due to take place on 23<sup>rd</sup> September with around 4000 attendees expected at the event which would include 130 speakers and 180 exhibitors.
- The Growth Company was developing an Autumn business/investment recovery campaign, that would build upon the support offered by Progress21. It would respond to the continued needs of businesses to support recovery and the evolving priorities of the GMCA & LEP. Key themes would include Innovation, Net Zero, Skills and Inclusivity and frontier sectors, integrating these across promotions and attraction of investment to GM with support for business already in GM.
- The latest business survey was still seeing increasing business confidence, tempered however by continuing concerns around supply chains.

#### **RESOLVED:/**

1. That the Growth Company Business Support, International and Marketing Update be noted by GM LEP.

#### **GOVERNANCE**

##### **GM LEP/21/46 BOARD MEMBER FEEDBACK ON MEETINGS ATTENDED**

The Chair had attended an NP11 catch up last week – which had focussed upon how work across LEPs in the North could complement each other and maximise investible propositions across the North.

##### **GM LEP/21/47 SUGGESTIONS FOR FUTURE AGENDA ITEMS**

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

Meeting closed at: 17:40

The next public meeting of the Board would take place on Tuesday 16<sup>th</sup> November 2021.

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	Latest Data	Change	vs Trend
<b>Claimant Count</b>	116,260 GM residents claimed unemployment benefit in September	-4.1% month on month	The GM claimant count fell by less than the national average (-4.9%)
<b>Furlough</b>	50,200 GM residents were on furlough in September	-13% month on month	GM usage of furlough is in line with the national average
<b>SEISS claims</b>	51,200 GM residents claimed support in the 5 <sup>th</sup> round of SEISS	-33% compared to 4th round	43% of those eligible claimed compared to 38% nationally
<b>Job vacancies</b>	44,940 new online job postings in 4 weeks to 6 November	+ 32% compared to 4 weeks to 9 October	
<b>Business Growth Hub Survey Hiring Intentions</b>	40% of respondents were currently recruiting staff (4 weeks to 1 Nov)	40% were recruiting in 4 weeks to 5 October	
<b>GM Index</b>	The index stood at 31.9 for Q3 2021	The index improved by 1.5 points from Q2 2021	
<b>Percentage of people travelling to workplaces</b>	30% fewer workers travelled to work on 5 November than before the pandemic	The prior month was also 30% below the baseline	This was in line with the national trend
<b>Total number of journeys (inc. total by car)</b>	There were 50 million passenger journeys across GM in w/c 18 October	-4% compared to w/c 20 September	
<b>SME Indebtedness</b>	The value of loans to SME's in GM was £4.01 billion in Q1 2021	+2% compared to Q4 2021	
<b>Business Credit risk</b>	Data on credit risk from RedFlag, a provider of real-time business intelligence, shows that the percentage of GM businesses showing signs of financial distress fell slightly between September and October to 12.8%, down by 0.5 percentage points.		

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## **GM LOCAL ENTERPRISE PARTNERSHIP BOARD**

**SUBJECT:** LEP Governance Update

**DATE:** 16<sup>th</sup> November 2021

**FROM:** Simon Nokes, Executive Director, Policy and Strategy

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## **PURPOSE OF REPORT**

This report provides an update on the 2020/21 Annual Delivery Report.

## **RECOMMENDATIONS**

The LEP is asked and provide feedback on the Annual Delivery Report

### **Equalities Impact, Carbon and Sustainability Assessment**

The Annual Delivery Report 2020/21 sets out GM LEP's commitment to work on behalf of all the people of Greater Manchester and recognises that different people bring different ideas, knowledge and perspectives. In 2020/21, this included refreshing board membership to ensure that it better reflects the diversity of GM's industrial sectors and people along with the appointment of a Diversity Champion to help drive the Board's diversity and inclusion agenda.

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

## **CONTACT OFFICERS:**

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## 1. INTRODUCTION

- 1.1 The 2018 national LEP Review set out that LEPs were required to publish an annual delivery plan setting out a summary of the key economic development priorities, interventions and funding along with an end of year report on progress.
- 1.2 GM LEP published its 2020/21 Annual Delivery Plan which set out the key actions and performance indicators require to realise the ambitions of the Greater Manchester Strategy and Local Industrial Strategy.
- 1.3 It outlined the key activities the GM LEP will lead on to drive the strategic development of Greater Manchester forward; the key milestones for LGF projects and wider growth programmes; and set out how the GM LEP would operate and develop as a Strategic Board in 2020/21.
- 1.4 The Annual Delivery Report 2020/21 highlights our progress in achieving these priorities.

## 2. ANNUAL DELIVERY REPORT 2020/21

- 2.1 The report highlights the LEP's progress in achieving its priorities in 2020/21 and, in line with the approach previously adopted by the LEP, is set out to reflect the key themes of Strategy, Governance and Performance.
- 2.2 This includes:
  - **Strategy:** Driving the strategic agenda through the Greater Manchester Strategy; GM Local Industrial Strategy; and GM Economic Vision
  - **Governance:** Strengthening the LEP's governance procedures through refreshing Board membership; maintaining transparency and accountability; and further developing partnership and engagement
  - **Performance:** Delivering on LEP priorities through programmes supported by the Local Growth Fund; Get Building Fund and LEP Capacity Funding along with projects with key partners such as TfGM, the Growth Company and GMCA

## 3. RECOMMENDATIONS

- 4.1 Recommendations appear at the front of this report.

## Greater Manchester Local Enterprise Partnership

### Annual Report 2020/21

#### 1. INTRODUCTION

- 1.1 The Greater Manchester Local Enterprise Partnership (GM LEP) sits at the heart of the city region's governance arrangements, ensuring that business leaders are empowered to set the strategic course, determine local economic priorities and drive growth and job creation across Greater Manchester.
- 1.2 It is a private-sector led, voluntary partnership whose core function is to provide strategic leadership to deliver the region's growth ambitions alongside the GMCA and partners.
- 1.3 This approach is underpinned by joint ownership of the Greater Manchester Strategy 'Our People, Our Place', which represents a long term blueprint for the future of all the people of Greater Manchester and how we can work together to achieve a better future.
- 1.4 Together, GM LEP and the GMCA provide a robust set of decision-making and governance structures in delivering our shared vision for Greater Manchester to be one of the best places in the world to grow up, get on and grow old.
- 1.5 A LEP Annual Delivery Plan was published in 2020 settings out the key activities that would help GM LEP release this vision over the period April 2020 to March 2021.
- 1.6 This report highlights our progress in achieving in these priorities and, in line with the approach adopted by the LEP, is set out to reflect the key themes of Strategy, Governance and Performance.

## 2. STRATEGY

- 2.1 Greater Manchester has a unique partnership model of GM LEP and GMCA providing collective leadership through a shared vision and set of priorities for the city region, as set out in key documents such as the Greater Manchester Strategy and GM Local Industrial Strategy. In 2020/21, the LEP helped drive the development of this strategic agenda in a number of key areas.

### *Greater Manchester Strategy*

- 2.1 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.
- 2.2 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 was regularly reported to the LEP Board.
- 2.3 The GMS set out a platform for the development of the GM Local Industrial Strategy (see below). These two strategies set the overarching course for the LEP with detailed actions and outcomes set out in their respective Implementation Plans and evaluation frameworks
- 2.4 However, the unprecedented impact of the Covid pandemic required the LEP and its partners to re-evaluate its approach for 2020/21 and address the current challenges and opportunities.

### *GM Living with Covid Resilience Plan*

- 2.5 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.
- 2.6 But Covid 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 considered how Covid may have disrupted our strategy and reviewed our priorities in light of the impacts evidenced by the pandemic.
- 2.7 The Greater Manchester Living with Covid Resilience Plan was a one year delivery document which considered the impacts arising from Covid. The Plan provided a bridge between the existing Greater Manchester Strategy and the refresh taking place in 2021/22 and formed the framework for the LEP’s key actions in 2020/21 ahead of the GMS Implementation Plan.
- 2.8 It captured the actions to be taken in the short term to build resilience and begin to respond to those impacts. The Plan recognised the significant and disproportionately impacts arising from Covid on Greater Manchester residents, businesses and places, but also sought to acknowledge the positive gains and innovations which supported Greater Manchester’s response to the pandemic.
- 2.9 The LEP worked with partners from across Greater Manchester to deliver these outcomes as well as continue to progress delivery of the Greater Manchester Strategy and GM Local Industrial Strategy.

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

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

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

#### *GM Local Industrial Strategy*

2.11 The GMS set out a platform for the development of the GM Local Industrial Strategy (LIS) which was launched jointly with the Government in June 2019 and sets out a framework and set of actions for how these priorities will be achieved.

2.12 The LIS is underpinned by a strong evidence base as part of the Independent Prosperity Review which was updated on 2020/21 with a greater focus on supporting businesses in the foundational economy in response to the Covid pandemic.

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

- Develop the model for 'Advanced Materials City' as part of the ongoing work to define the **M62 North East Growth Corridor** to grow high value jobs in the North of GM
- Develop a Robust Digital Skills Pipeline** through delivery of pilot programmes including GM Skills for Growth programme and Skills Investment Pot
- Continue implementing the UK's first city region **Clean Growth Mission** through delivery of low carbon retrofit programmes; installation of local renewable energy generation and smart heat supply; sustainable and low carbon transportation; natural capital investment; and business support including a review of the Year 1 Mission Based Approach model
- Apply recommendations from **Post-16 Education, Skills and Work Partnership** in policy development and delivery with an agreed programme of work
- Maximising the impact of existing investments in innovation assets and developing GM's ecosystem through a new model of innovation - '**Innovation GM**'
- Continue implementation and scale-up of the **GM Good Employment Charter**, linked to work to improve the productivity of the foundational economy, and instigation of work to make GM a Living Wage City-Region by 2024

- Implement a new **Leadership and Management Support programme** to increase the productivity, innovation and growth of businesses in GM
- Develop an action plan to improve jobs and productivity in the **‘Foundational Economy’** by Spring 2021, including a new Challenge Fund and aligning skills, business support and other activity across the city region

*Building a Greater Manchester, Making a Greater Britain*

- 2.14 Looking towards the longer term, the LEP recognised that as we move into recovery there was 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.
- 2.15 The LEP therefore developed the GM Economic Vision which was launched in Autumn 2020 that represents a bold vision led by business and the LEP, working with the GMCA, to set out the sort of Greater Manchester we want to help create. The plan – [Building a Greater Manchester, Making a Greater Britain](#) – 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.
- 2.16 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.
- 2.17 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.
- 2.18 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.
- 2.19 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
- 2.20 This will need a whole ecosystem approach to drive real alignment around all public resources/structures, and partnerships with business, to foster creative places and people. Working with our partners, GM LEP will create that ecosystem via a framework of thematic action.
- 2.21 This was not intended to be a detailed plan but set out what we believe we need to deliver and the first actions the LEP will prioritise in 2020/21 to achieve that vision. The key themes of the proposition and initial actions are set out below:

Theme	Initial Actions
<b>Innovation GM</b>	<ul style="list-style-type: none"> <li>• Developing and delivering Innovation GM to capitalise on our assets and translating R&amp;D excellence into productivity gains and economic growth. Innovation GM will develop:               <ul style="list-style-type: none"> <li>➤ Specialist Facilities in our identified areas of strength</li> <li>➤ Innovation Districts in all GM Towns and Cities to enable the clustering of innovative businesses in all places</li> </ul> </li> <li>• Driving public-private collaboration and investment through the GM Local Industrial Strategy</li> </ul>
<b>Champion a culture of business innovation</b>	<ul style="list-style-type: none"> <li>• Developing the Productivity Programme to help protect companies and jobs</li> <li>• Creating a new generation of leaders and managers – including a world-leading programme of female entrepreneurship and increasing the number of ethnic minority leaders</li> <li>• Developing GM’s Innovation Finance offer to support businesses</li> </ul>
<b>Grow an integrated pipeline for talent, skills &amp; progression at all levels</b>	<ul style="list-style-type: none"> <li>• Creating a single Talent City Region system</li> <li>• Drive BRIDGE GM; tackle Digital Exclusion; support Apprenticeships; and create a Kick Start Board</li> <li>• Lobbying for an integrated Learning and Work Budget</li> </ul>
<b>Drive Good Employment</b>	<ul style="list-style-type: none"> <li>• Rapidly expanding the Good Employment Charter to drive GM as a Living Wage City Region; encourage inclusivity and diversity in company leadership; and ensure employers have mental health/wellbeing support in place</li> </ul>
<b>Stimulate investment to create desirable places where people thrive</b>	<ul style="list-style-type: none"> <li>• Delivering the GM Infrastructure Programme</li> <li>• Supporting Innovation Districts in all parts of Greater Manchester</li> <li>• Arguing for a place-based settlement and the funding flexibilities to support place regeneration</li> <li>• Attracting private and VC investment</li> </ul>

### 3. GOVERNANCE

3.1 The unique GM leadership model has GM LEP integrated into the heart of our decision-making processes, putting the private sector at the centre of policy and strategy development. The LEP's governance procedures are central to the success of this approach and were strengthened in 2020/21 as set out below.

#### *Board Membership*

3.2 GM LEP adopted a new leadership model commencing in April 2020 with the appointment of Mo Isap and Lou Cordwell as Co-Chairs. The model was a nationwide first and reflects the LEP's commitment to be the modern, collaborative and ambitious voice of Greater Manchester business. The new leadership model built on the existing strengths and collaborative infrastructure of the Board and strengthened GM LEP's platform of public and private partnership.

3.3 The Board subsequently refreshed its membership in late 2020 via an open and transparent recruitment process to ensure that it better reflects the breadth of industrial sectors and improves the representation of the diversity of Greater Manchester's people.

3.4 This refresh resulted in the appointment to the Board of new members bringing fresh insight to the LEP as well as the appointment of Lou Cordwell as sole Chair of the Board and Cllr Elise Wilson as Deputy Chair.

3.5 The full refreshed Board is set out as follows:

	<b>Member</b>	<b>Business/Role</b>
<b>Private Sector Member (2021-23)</b>	Lou Cordwell	Magnetic North (LEP Chair and SME Representative)
	Vimla Appadoo	Honey Badger Ltd
	Miles Rothbury	Boohoo
	Justin Kelly	Siemens Plc
	Dame Nancy Rothwell	University of Manchester
	Richard Topliss	RBS & Manchester Growth Company Chair
	Lorna Fitzsimons	The Pipeline
	Steve Connor	Creative Concern
	Amanda Halford	GE Healthcare Life Sciences
	Chris Oglesby	Bruntwood Plc

	Member	Business/Role
GMCA Representative (2021-22)	Andy Burnham	GM Mayor
	Cllr Sir Richard Leese	GM Deputy Mayor
	Cllr Brenda Warrington	Leader of Tameside MBC
	Cllr Elise Wilson	Leader of Stockport MBC (LEP Deputy Chair)
	Member	Business/Role
Ex-Officio Member	Mike Blackburn	Non-Executive Director Chair of Marketing Manchester & Internationalisation and Marketing Board
	Vanda Murray	Non-Executive Director Chair of Business Support and Business Finance Board  (Diversity Champion)

#### LEP Oversight

3.4 As noted above, GM LEP recognises the scale of the economic impact presented by Covid and its main focus in 2020/21 was on delivery ensuring the survival and long-term recovery of GM businesses. Key initiatives considered and approved during in 2020/21 include:

- **Local Growth Fund:** Ongoing LGF programme delivery including updates to the LGF portfolio, Skills Capital 3 approvals and amending the funding structure of the current LGF projects in order to fully commit and spend LGF funding by March 21 – see below.
- **CBILS/GC Angels:** Allocation of £3m LGF to a GM CBILS/GC Angels scheme administered by the Growth Company to provide a package of urgently needed financial support for Greater Manchester businesses battling the impact of coronavirus.
- **GMLEP Website:** Regular updates and signposting to available business support including supply chain issues, trade, cash-flow and financial planning, people management and operational planning.
- **Build Back Better:** A campaign with the GM Mayor to understand the views of local businesses on how the GM economic could be reshaped as it comes into recovery. The feedback received has been critical in understanding how GM can take this opportunity to work together to build a better future and help shape a more sustainable, robust and equitable economic model.
- **Build Back Better webinars:** Regular webinars with the GM Mayor and Growth Company tailored to promote business support initiatives e.g. SafeGM, Together GM, Young Person’s Guarantee, GMACS, Bridge GM and Employ GM.

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

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

- GM LEP Economic Proposition including Innovation GM
- The LEP's role in supporting diversity and inclusion
- GM Transport Strategy 2040 and Five Year Transport Delivery Plan and Local Implementation Plan
- GM Living with Covid Resilience plan
- GM Innovation Partnership for Healthy Ageing
- Comprehensive Spending Review and Devolution White Paper
- GM International Strategy
- GM Social Value Framework

#### *Transparency and Accountability*

3.6 The National Local Growth Assurance Framework was published in January 2019 and sets out Government's guidance for places that are required to develop their own Local Assurance Framework.

3.7 The GM Local Growth Assurance Framework is our local response to the principles and requirements of the National Local Growth Assurance Framework and sets out how these will be delivered at local level.

3.8 Alongside the LEP's Terms of Reference, these documents outline the key practices and standards which are necessary to provide Government and local partners with assurance that decisions over funding are proper, transparent, and that they deliver value for money.

3.9 The GM Local Growth Assurance Framework was updated in November 2020 with details of the refreshed LEP Board membership including the new leadership model; strengthened LEP engagement with stakeholders and district links; and improved decision making, evaluation and audit protocols in line with Government guidance.

3.10 As highlighted in the GM Local Growth Assurance Framework, GM LEP is fully committed to transparency and accountability. For instance, the LEP Chair appeared at the GMCA Economy, Business and Skills Oversight and Scrutiny Committee to update GM Members on the LEP's work GMS in March 2021.

3.11 The LEP held its AGM in November 2020 and all meetings, reports and minutes published on both the GMCA and LEP websites. The LEP has also committed to respond to any Freedom of Information requests.

3.12 The LEP website was regularly updated in 2020/21 with news on how the LEP was delivering on its priorities along with reporting on key milestones. The website also continued to provide details of current Board membership, the Local Growth Assurance Framework, the LEP Terms of Reference, Governance Assurance Statement, key projects and links to the publication of financial information.

- 3.13 The LEP Board continued to act with integrity as set out in our Code of Conduct in line with the Nolan Principles for standards in public life. The LEP has also adopted GMCA's complaints procedure and is covered by the GMCA Whistleblowing Policy.
- 3.14 More specifically, we recognise the potential for LEP Board members to have a conflict of interest in decision making and a key principle of our assurance processes is that all LEP members must declare any interests relating to agenda items at every meeting.
- 3.15 We published a Register of Interests which was updated on a six monthly basis along with the Gifts, Hospitality and Expenses Register which was updated as necessary.

#### *Partnership and Engagement*

- 3.16 The LEP works in partnership at local, regional and national level for the benefit of the city region. In 2020/21, the LEP extended this engagement at local level with each private sector Board member appointed as the link to each of the 10 GM districts. This strengthened LEP connection and visibility across all districts and help to drive inclusive economic growth across the city region.
- 3.17 In particular, Towns Boards have been established in the four Greater Manchester towns of Bolton, Rochdale, Oldham and Cheadle as part of the Government's Town Deals fund. These Boards are made up of public, private and voluntary partners who will help to develop Town Investment Plans and business cases with a view to securing up to £25m of Government funding each.
- 3.18 The relevant LEP Board district link member was aligned to the relevant Town Board to maintain and strengthen the relationship between the LEP and the link to the Local Industrial Strategy.
- 3.10 GM LEP is also a founder member of NP11, bringing together the 11 Northern LEPs to tackle boost productivity, overcome regional disparities in economic growth and tackle the historic north-south divide. GM LEP will continue to work with NP11 to strengthen delivery of our shared goals.
- 3.11 GM LEP is an active member of the national LEP Network and is committed to further partnership working across the Network in future.

## 4. PERFORMANCE

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

### *Local Growth Fund*

4.2 The 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.

4.3 The programme completed financially in March 2021, helping to deliver an integrated post-16 learning infrastructure across Greater Manchester that meets the city region's needs; providing a better integrated transport network across Greater Manchester, improving access to public transport and employment locations; and boosting economic development and regeneration with a focus on science, digital and business support.

4.4 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. However, 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.

4.5 Of the £493m provided, £351m is being invested to support transport-related projects and £141m to support Skills Capital and ED&R. Funding allocated through Local Growth Fund includes:

- £10m towards the launch of the £40m Greater Manchester and Cheshire Life Sciences Fund in partnership with Cheshire and Warrington Local Enterprise Partnership
- £27m towards The Mayor's Cycling and Walking Challenge Fund – a £160m 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.
- £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*

4.6 Greater Manchester was allocated £54.2m in 2020 from the Get Building Fund for a wide-ranging package of projects that will help drive the local economy in line with the priorities of

the Greater Manchester Local Industrial Strategy. The projects will unlock commercial space, bring new superfast broadband, open commercial opportunities and new residential

4.7 The projects supported are:

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

4.8 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.

#### *Capacity Funding*

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

- **GMCA: Research, Policy and Strategy Development - £250k:** To fund research, policy and strategy development activity, to provide a robust research and evidence base in line with the Greater Manchester Strategy and Implementation Plan to ensure that GM remains at the forefront of current strategic thinking and developments
- **GMCA: LEP Membership Review – £20k:** To support a review of Board membership to recruit new Board members to fill any vacancies as they arise and ensure the Board represents a broad range of sectors, industries and demographics
- **GMCA: 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 - £6k**
- **LEP contingency for ad hoc activity including expenses - £5k**

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

#### *GM Business Support*

4.11 The GM Business Growth Hub, MIDAS, and Marketing Manchester (all part of the Growth Company) are key delivery partners for the GM LEP. During 20/21, the GM Business Growth Hub continued to deliver the Business Productivity and Inclusive Growth Programme (BPIG), which will run to 2022 and has pro-actively pivoted activities to support businesses impacted by Covid-19.

4.12 This has included: enhanced intelligence gathering and analysis; a major marketing and outreach campaign to ensure companies are aware of the support available locally and nationally; the re-design of core services to ensure more resources are dedicated to supporting

business to deal with immediate issues arising; and support for wider national Growth Hub network.

*GMCA - The Accountable Body*

4.14 During 2020/21, GMCA has continued to act as the accountable body for GM LEP, ensuring that all decisions about regarding LEP funding remain transparent and comply with grant conditions, the GMCA's procurement framework and state aid rules within the statutory framework.

4.15 In practice, this has included:

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

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## GM LOCAL ENTERPRISE PARTNERSHIP BOARD

SUBJECT: International Update - International Strategy Summary

DATE: 16<sup>th</sup> November 2021

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

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### PURPOSE OF REPORT:

This report provides LEP members with:

1. An update on the drafting of the Greater Manchester International Strategy following feedback at the last meeting
2. The planned approach to developing the GM International Strategy Delivery Plan

The Strategy will be shared in draft with LEP members shortly.

### RECOMMENDATIONS:

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

1. Provide initial feedback on the summary of Greater Manchester's International Strategy.
2. Provide feedback on proposed strategic framework, priorities, and approach to developing targets.
3. Provide feedback on approach to developing the GM International Strategy Delivery Plan.

BOLTON  
BURY

MANCHESTER  
OLDHAM

ROCHDALE  
SALFORD

STOCKPORT  
TAMESIDE

TRAFFORD  
WIGAN

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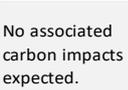
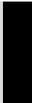
Maria Gonzalez

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	G	The strategy outlines
Health		
Resilience and Adaptation		
Housing		International investment may increase the accessibility of homes the construction of new homes.
Economy	G	
Mobility and Connectivity	G	Calls for further long-haul direct connectivity to Manchester Airport, improving our connectivity with the rest of the world.
Carbon, Nature and Environment	RR	Further long-haul route connectivity to Manchester Airport and increasing tourist numbers both have a negative impact on the environment.
Consumption and Production		
Contribution to achieving the GM Carbon Neutral 2038 target		Our strategy and extensive international connections enable us to work with world leading organisations/institutions, accessing technology and talent that is critical for us in achieving net zero. By working with other city-regions around the world we can share best practice and improve policy making at home. International investment also provides a financing solution to funding our net zero ambitions.
Further Assessment(s):		Carbon Assessment
	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.	 Negative impacts overall.

Carbon Assessment		
Overall Score	#####	
Buildings	Result	Justification/Mitigation
New Build residential	TBC	
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	#####	
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 (2020 to 2021) - [International - Greater Manchester Combined Authority \(greatermanchester-ca.gov.uk\)](https://www.greatermanchester-ca.gov.uk)
- Greater Manchester One Year International Strategy (2017 to 2020) [The Greater Manchester Internationalisation Strategy 2017-2020.pdf \(metropolis.org\)](https://www.metropolis.org)

## **1. INTRODUCTION/BACKGROUND**

- 1.1** The update to the last LEP meeting described how Greater Manchester is a place that has a global profile and long history of international engagement, contributing to the success of the city region and having a global impact. The International Strategy brings together Greater Manchester's ambition and priorities under a single framework, giving a shared international vision and narrative for engaging internationally. It ensures that, where appropriate, we coordinate our international efforts and activity to ensure our efforts are greater than the sum of their parts.
- 1.2** Since then, work has continued with partners – including business groups, districts, our universities and others – to draw on the evidence base and review of performance and other developments, and agree the core points of the strategy. Drafting is underway and a draft of the Strategy will be shared with LEP members for comments shortly. The final Strategy is due to go to the GMCA meeting in December.

## **2. STRATEGY SUMMARY**

- 2.1** Internationalisation has a transformational impact on our productivity and prosperity, unlocking growth and innovation opportunities for our businesses and institutions, helping to create and sustain good quality jobs for the residents of Greater Manchester in the way set out by the LEP's Economic Vision.
- 2.2** The International Strategy will recognise the inter-connectivity and mutual dependence between our international priorities as well as the role internationalisation plays in delivering our wider policy ambitions. The Core Priorities and Enablers which were set out and agreed in the one-year refresh of the Strategy published last year have been widely agreed to remain the right ones for the new Strategy, as discussed at the last LEP meeting. Those are now being embedded in a wider framework which is consistent with the new Greater Manchester Strategy currently being developed.
- 2.3** The core structure of the developing strategy is summarised here for discussion and feedback before the full draft is completed and shared.

## VISION

Become a leading city-region in the UK and globally that leverages the benefits of internationalisation to help build a place where everyone can live a good life, growing up, getting on and growing old in a greener, fairer & more prosperous city-region.

## SHARED AMBITIONS

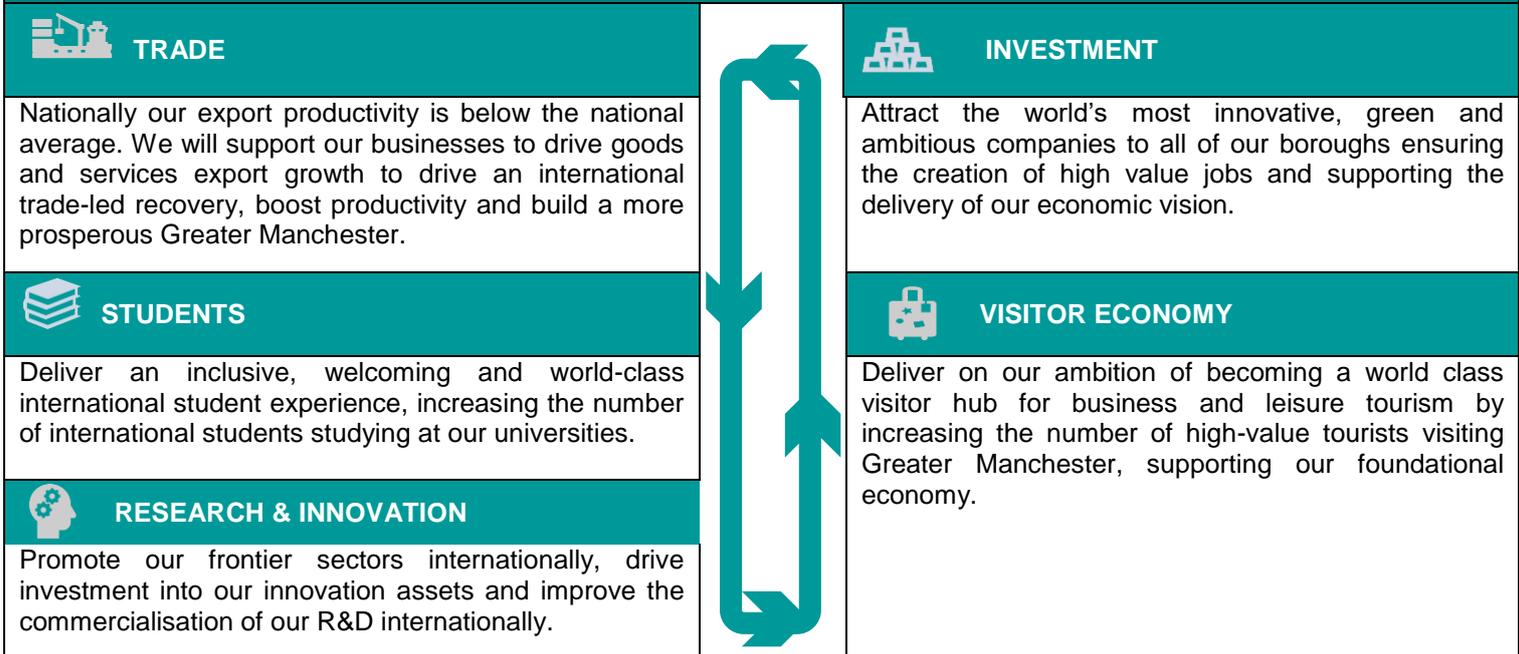
Raise the profile of Greater Manchester as a welcoming, vibrant and diverse city-region with a strong cultural, sport and place offer, continuing the work to make our city-region a great place to visit, invest and study.

Leverage the benefits of internationalisation by increasing trade, attracting the right foreign direct investment, and fostering cross-border international partnerships across our 10 districts to support the creation of better jobs and good employment to build a more prosperous, fairer and globally competitive city-region.

Position Greater Manchester at the heart of the UK's global competitiveness and forefront of innovation with world-leading strengths in Digital, Health Innovation, Advanced Materials, Manufacturing and Low Carbon Technology, driving investment in these sectors and improving our ability to turn research in to solutions that are shared with the world.

Work with partners across the world to achieve our carbon neutrality aim by 2038, helping to accelerate both the UK and global transition to net zero by sharing our expertise, learning from others, and working with the world's most innovative companies.

## CORE PRIORITIES



## ENABLERS

 <b>CONNECTIVITY</b>	 <b>CITY REGION DIPLOMACY</b>	 <b>PERCEPTION &amp; REPUTATION</b>
<p>Support connectivity to key priority markets and the recovery of <b>Manchester Airport</b> as a key asset, in line with our decarbonisation aims.</p> <p>We will work with partners to ensure that our businesses and residents are well equipped to take advantage of the opportunities that are arising from international <b>digital connectivity</b>.</p>	<p>Build new and further develop relationships with other city-regions around the world to facilitate engagement on important global agenda's such as inclusivity and climate change as well as support the delivery of our core priorities.</p>	<p>Position Greater Manchester as a globally leading digital and low carbon city-region with strong sector assets, universities and significant sporting and cultural assets, making the city-region a great place to visit, invest, meet and study.</p>

## DELIVERED BY

We will work with our delivery partners and wider stakeholder ecosystem at home and overseas to deliver on our economic priorities and raise our profile internationally. Partners include the GM local authorities, the Growth Company including MIDAS, Marketing Manchester and the Business Growth Hub, Greater Manchester Chamber of Commerce, The Department for International Trade, The Foreign Commonwealth and Development Office, Manchester Airport, our Universities, Foreign Diplomatic Missions and many others.

## MEASURING SUCCESS

We will monitor our performance against 3 year targets laid out against the 5 core priorities and monitoring the global perception of Greater Manchester, ensuring we achieve a consistent presence on the Global Resonance World Best Cities rankings

### 3. TARGETS

3.1. As part of the strategy refresh and engagement process, a draft set of targets are being developed against each of our core international priorities.

3.2 The targets outlined below are being further refined over the course of the next two weeks through a series of workshops to ensure that the targets are ambitious but realistic given the uncertainty, drive the right behaviors and are complementary to the Greater Manchester Strategy.

#### Draft Target Summary

<b>Trade</b>	<p>Nationally our export performance is below average (18% of GDP – UK average is 30%).</p> <p>Targets for 2024 could be around both GM's goods and services exports and the number of exporters in our business base.</p>
<b>Investment</b>	<p>Our long-term ambition is to become a consistent top 10 global location for FDI.</p> <p>Targets for 2024 could be around the number of additional high value jobs, new projects (including new HQs and low carbon and/or R&amp;D intensive projects, and on GM's market share of UK FDI.</p>
<b>Research and Innovation</b>	<p>Our long-term ambition is for GM to be recognised as an international leader in innovation with world leading strengths in Digital, Health Innovation, Advanced Materials, and manufacturing as well as low carbon technology. We must continue to attract investment in these frontier sectors.</p> <p>Targets for 2024 could be around the number or proportion of R&amp;D intensive projects funded through FDI, and maintaining the international rankings of our universities.</p>
<b>Visitor Economy</b>	<p>Our long-term vision is for GM to be a world class visitor hub for business and leisure tourism, ensuring the growth in our visitor economy continues to contribute to GM's economic productive and supports our foundational economy.</p> <p>Targets for 2024 could be around increasing our earning from business and leisure tourism.</p>

## **4. WAYS OF WORKING & DELIVERY PLAN**

- 4.1** Across Greater Manchester, stakeholders, local authorities, and delivery agencies are developing and delivering international plans and activities. The Strategy will not reproduce their activity, but highlight key international priorities, shared messages and frame how all elements of internationalisation come together.
- 4.2** The Strategy will be supported by an International Strategy Delivery plan. This is fundamental for achieving our international ambitions and ensuring we utilise what limited resource we have to deliver on the strategy
- 4.3** An initial delivery plan will be shared with LEP members in draft. It will capture initial activity underway that supports the delivery of the strategy. This will be supported by a proposal for further development and iteration of this plan, recognising that a “catch all” approach as produced in 2020/2021 did not work as originally intended.
- 4.4** Discussions are now underway on the best approach to developing a live and iterative document which will add value to the delivery of Greater Manchester’s International Strategy. Initial feedback is for a Delivery Plan which:
- All partners feel accountable for;
  - Adds value to business as usual rather than just captures it;
  - Sets out key pieces of strategic activity, providing a mechanism for discussing how we want to deliver, encouraging cross GM working on key strategic priorities and supports closer alignment on annual relevant international activity; and
  - Helps monitor progress and gaps in delivery.
- 4.5** Based on feedback from the LEP and others, an International Dashboard which will show Greater Manchester’s performance against its core international priorities will be developed next year and made publicly available as part of GM’s wider economy dashboard.

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## Report to GM LEP

Date: 16<sup>th</sup> November 2021  
Subject: GM Growth Locations  
Report of: Andrew McIntosh, Director of Place GMCA

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### Purpose of Report

To provide an update to the GM LEP on the six Growth Locations identified within the updated Greater Manchester Strategy (GMS).

### Contact Officers

**Andrew McIntosh**, Director of Place, [andrew.mcintosh@greatermanchester-ca.gov.uk](mailto:andrew.mcintosh@greatermanchester-ca.gov.uk)

**Simon Nokes**, Executive Director, [simon.nokes@greatermanchester-ca.gov.uk](mailto:simon.nokes@greatermanchester-ca.gov.uk)

# 1 Background

1.1 Working with our district partners, we have identified six 'Growth Locations' which represent opportunities for the whole city-region to bring forward development at a scale that can drive the transformational change we want to see in GM. The six Growth Locations are:

- North East Growth Corridor
- Eastern Growth Cluster
- Airport & Southern Growth Corridor
- Central Growth Cluster
- Western Gateway
- Wigan & Bolton Growth Corridor

A summary profile for each Growth Locations is set out in Section 2 below.

1.2 As recognised in the updated GMS and also our Comprehensive Spending Review (CSR) submission to Government, the Growth Locations each include unique opportunities and assets to respond to the variety of needs and challenges present in different parts of the conurbation. The Growth Locations will provide the platform for a levelling up approach across GM, by creating value through new development and in turn ensuring that the resultant benefits and outcomes are experienced across wider GM communities.

1.3 The Growth Locations will make an important contribution to meeting the objectives of some of our key plans including the Greater Manchester Strategy (GMS), GM Five Year Environment Plan, Local Industrial Strategy, Transport Strategy 2040 and GM Places for Everyone (PfE) by supporting growth across the following key areas:

**Employment & Supply Chain** – The Growth Locations include proposals for significant new employment growth, supporting key sectors identified within the Local Industrial Strategy. The Growth Locations each present the opportunity to enhance existing sectoral strengths and supply chains (e.g. logistics and manufacturing in Wigan & Bolton) providing business support services to facilitate growth and also sets the platform for growth in new areas, such as advanced materials in the North Eastern area.

**Innovation** – Plans include proposals to work with our academic institutions to drive innovation and R&D activity across the Growth Locations, supporting projects through Innovation GM and potential innovation deals. The Growth Locations cover significant innovation assets including Salford Innovation Triangle, Trafford Clean Energy Park, Oxford Road Corridor and the Advanced Machinery and Productivity Institute in Rochdale.

**Education & Skills** – A key strand to the Growth Locations activity will be to ensure that Higher Education (HE), Further Education (FE) and training providers are engaged and provide the necessary training and development to ensure that residents have the skills required to support growth in both current industries and the planned future growth in new industries. Work will consider the opportunity to create specialisms in each LA to support Growth Locations linked to the types of growth planned; whilst also ensuring provision responds to employer need.

**Housing** – The Growth Locations include proposals for thousands of new homes which will make an important contribution to our housing ambitions set out within PfE. Working with our key housing providers we will ensure that the housing offer in each location meets local need and offers a range of types and tenure to meet the aspirations of residents at different points in their lives. The scale of housing planned also offers significant opportunity to take a coordinated approach and leverage economies in delivering low carbon housing.

**Transport** – A critical component of each Growth Location is the delivery of sustainable, accessible transport infrastructure to ensure that people are connected to employment and skills opportunities and promoting social inclusion and well-being through connectivity to town centres and community services. Working with TfGM, we will ensure that development opportunities are sequenced with key transport proposals including plans through the CRSTS programme.

**Low Carbon** – It is essential that the plans for each of the Growth Locations build in GM's zero carbon ambitions as an integral element of design and delivery. The scale of development planned offers real opportunities to coordinate low carbon infrastructure (e.g. district heating networks) and drive economies of scale in low carbon construction which will ultimately set a platform for more affordable low carbon delivery across the rest of GM.

- 1.4 As set out in Section 2 below, the Growth Locations will facilitate growth across a range of different industries. The Growth Locations are not in direct competition with one another and instead growth across the six areas will be complementary, each making an important contribution to the GM economy and working in tandem to drive forward delivery of our levelling up ambitions.
- 1.5 Work is underway between GMCA, district authorities and TfGM to develop plans for each of the Growth Locations with the objective of targeting intervention, investment and delivery opportunities in an effective place-based approach.

## **2 Growth Location Profiles**

### **2.1 North East Growth Corridor**

- 2.1.1 The North East Growth Corridor includes significant opportunities for new employment and housing growth in the north of Greater Manchester, supported by key sub-regional town centres in Bury, Oldham and Rochdale. The North East Growth Corridor is the single largest employment opportunity for the city-region, delivering c1,500,000sqm of new employment floorspace, thousands of quality jobs and thousands of new quality, low carbon homes linked to sustainable transport.
- 2.1.2 Of fundamental importance to this growth location is the Northern Gateway. As one of the largest opportunities for employment development in the country, this site alone has the potential to deliver transformational change with capacity for around 1,200,000 sq.m. of employment floorspace, including proposals to incorporate a significant element of advanced manufacturing and major investment in transport infrastructure.
- 2.1.3 Translating the work of our universities into reality, the employment growth will focus on creating an 'Advanced Materials City', and across the Growth Area

establishing a national leading Advanced Manufacturing and Materials ‘mega’ cluster for Greater Manchester, building on the existing manufacturing supply chains and skills base.

- 2.1.4 Innovation and significant inward investment will be realised through the Advanced Machinery and Productivity Institute, creating the new machines and engineering skills needed to manufacture the technologies of tomorrow.
- 2.1.5 Local residents are being connected to the newly created opportunities in higher skilled manufacturing employment through the provision of training and development opportunities, and higher education offer through our universities and higher education providers.
- 2.1.6 With sustainability and the ambition of zero carbon integral to the design of all the growth locations, it is proposed that the North East Growth Corridor will be connected to surrounding areas via sustainable public transport infrastructure, including proposals for tram-train developments connecting Bury, Rochdale, Oldham, Middleton and beyond, as well as a Bus Rapid Transit system.
- 2.1.7 The North East Growth Corridor is a key development for Greater Manchester, developing our connections with West Yorkshire and the collaboration work that is ongoing with Universities outside of the region on innovation and also with the West Yorkshire Combined Authority on skills.
- 2.1.8 The development of the site will also bring forward plans for investment in the key highway infrastructure which will support increased network capacity and ensure the scale of development can be delivered to raise the overall competitiveness of northern Greater Manchester.

## **2.2 Airport and Southern Growth Corridor**

- 2.2.1 In support of realising Greater Manchester’s international potential, the development of the Airport and Southern Growth Corridor will facilitate international business and tourism growth. The delivery of highspeed rail, through HS2, at the Airport and into the city centre will create further economic benefits and growth realised from the increase in ease and connectivity for international business and visitors.
- 2.2.2 The development of the Airport and Southern Growth Corridor supports the continued redevelopment of Stockport town centre. Supported by the Town Centre West Mayoral Development Corporation high quality housing will be delivered, sustainable transport connectivity improved, and there will be a focus on town centre employment growth.
- 2.2.3 The overall plan will transform the retail and culture offer of Stockport town centre, building on its unique heritage and assets and providing accessible opportunities benefitting local communities. The development will be underpinned by the expansion of Metrolink into Stockport town centre and redevelopment of Stockport Train Station as a southern transport gateway to the wider Greater Manchester area.
- 2.2.4 The airport’s operations (i.e. emissions generated by the airport itself, including the operation of ground support vehicles but excluding emissions from aircraft are

already certified carbon neutral. We want to make sure that our policy on aviation matches our ambition to be a world leader on climate action, in line with our carbon neutral 2038 target and our carbon budget. In driving this Greater Manchester partners will work with Government and other stakeholders to help to influence UK aviation policy, including development of an appropriate budget for UK aviation emissions, and ensure that this supports levelling-up.

- 2.2.5 Employment opportunities will be created through the development planned at Airport City, which will attract Head Offices to Greater Manchester, creating jobs across a range of sectors and at different levels. The development of these opportunities will be supported by the provision of a comprehensive skills offer, ensuring local people are able to access the opportunities created, through direct job creation, supply chain opportunities and wider distributed benefits.
- 2.2.6 Enhanced transport connections such as the new station at Cheadle will provide additional sustainable connections into the wider transport network from our local centres and reduce transport congestion.
- 2.2.7 Connecting opportunities across Greater Manchester's frontier sectors and foundational economy, the developments planned at Medipark, including the completion of the Metrolink loop from Medipark via Davenport Green to the Airport underpinning the opportunity to complimentary group and looking ahead to HS2, Roundthorn Industrial Estate and Wythenshawe Hospital will drive health-focused skills and employment creation in and around the Airport and Southern Growth Corridor. Linked to this are plans to redevelop Wythenshawe Town Centre, providing new jobs, homes and connections to employment, including at the Airport, in support of Levelling Up.

## 2.3 Eastern Growth Cluster

- 2.3.1 Providing the connection between need and opportunities in the east of the conurbation, the Eastern Growth Corridor will create a significant new employment engine in Tameside, by linking the key development opportunities of Ashton Moss and St. Petersfield in Ashton Town Centre.
- 2.3.2 The development will build upon Tameside's existing strengths in advanced materials and manufacturing of coatings, plastics and textiles. The Eastern growth corridor can take advantage of the borough's city region leading digital connectivity, which puts advanced broadband infrastructure within 200m of 50% of the borough's industrial premises and over 50% of its housing. The existing road, tram and rail transport assets in the area, offer excellent transport links, which are being expanded through the beelines network and the proposed Rochdale-Oldham-Ashton Quality Bus Transit scheme.
- 2.3.3 To ensure local centres are adapting, developing and reflective of their communities, the investment planned for the town centres of Ashton-under-Lyne and Hyde will transform the retail and culture offers. Residents will enjoy the benefits of modern and well utilised town centres, which are physical and digitally connected to sustainable employment opportunities being created at Ashton Moss, and the better connectivity between local centres and communities.
- 2.3.4 The development of over 2,000 new high-quality, low carbon homes around Godley Green Garden Village, offers an opportunity to drive the development and adoption of advanced methods of construction, digital design, eHealth and health tech.

- 2.3.5 Through close collaboration and joint development with residents and the borough's FE institutions, and improved links to the city regions Universities, skills provision and investment will be developed and expanded to support residents of some of our more deprived communities, such as Aston-under-Lyne, Droylsden and East Manchester, to access the employment opportunities being created.
- 2.3.6 The development of Tameside College's new Construction Skills Centre, on the same campus as their manufacturing focused, Advanced Skills Centre, and ongoing work to establish additional Further and Higher Education provision into St. Petersfield, demonstrate the first clear steps of this strategy being put into action.

## 2.4 Central Growth Cluster

- 2.4.1 The Central Growth Cluster will create over 90,000 new jobs. Employment creation will be generated through the regional centre with direct opportunities through the Oxford Road Corridor, Manchester Piccadilly and Salford's Innovation Triangle comprising Media City and The Quays (including future growth at Wharfside), Salford Crescent and Salford Royal Foundation Trust.
- 2.4.2 The alignment of skills provision, across a range of levels and institutions will ensure a pipeline supply of skilled Greater Manchester residents to meet the expanding jobs markets, notably in digital, creative, media and broadcasting, and professional services.
- 2.4.3 The development of this growth cluster will be underpinned by the expansion and development of the public transport infrastructure, (delivery of HS2, NPR, Quality Bus Corridor and Metrolink extensions), which will connect people in all parts of the conurbation to the regional centre, enabling more parts of Greater Manchester to benefit from economic prosperity generated at the core.
- 2.4.4 The introduction of HS2 and NPR services, could make Manchester Piccadilly one of the best connected and productive locations in the North of England. The area has the potential to deliver 40,000 new and sustainable jobs, 13,000 new homes and close to a million square metres of commercial development.
- 2.4.5 The new skills being created in health innovation and R&D are being supported by our world class universities and plans for the redevelopment at North Manchester Hospital. Planning is underway to replace the current hospital buildings with a new hospital, which is proving to be an important catalyst for change, but the approach being taken by partners goes far beyond this narrow ambition. The new health and wellbeing campus is based on a fundamental rethink of the role of the hospital within the context of all the health and care services provided for residents.
- 2.4.6 New homes being created under the Central Growth Cluster will provide 58,000 new units on brownfield land. The housing created in the central area (around Victoria North, North Campus, the Eastern Gateway and Salford Crescent), maximise the proximity of the planned developments to the public transport networks. The Central Growth Cluster also spreads into the northern tip of Trafford offering further significant housing growth potential.
- 2.4.7 The Victoria North programme is the single largest residential development and regeneration programme in GM. Some 15,000 low carbon new homes will be

delivered over the next 15 years through the repurposing and densification of under-utilised and brownfield land in a well-connected and sustainable location, at the core of the conurbation. Building on the growth of the city centre, and taken together with the plans for Manchester's Eastern Gateway, and major planned investment into the North Manchester General Hospital campus, Victoria North presents a major opportunity to rebalance and level up the northern neighbourhoods of the Regional Centre, facilitating sustained residential and population growth whilst knitting together a series of strategic national and local objectives concerning affordable housing, net zero, place creation, inclusive growth, health and education.

- 2.4.8 Our unique leisure and culture offer in Greater Manchester will be expanded upon and made more accessible through the Central Growth Cluster. Opportunities in the cultural and creative industries will be further grown, building on the existing major cluster in the regional centre, and new facilities such as The Factory. Major sporting, leisure and recreational infrastructure around the Eastern Gateway area will help drive Greater Manchester's tourism offer, supported by enhanced connectivity through HS2 at Piccadilly.

## 2.5 **Western Gateway**

- 2.5.1 The Western Gateway is a key development for Greater Manchester, developing our connections with the Port of Liverpool, and the rest of the world. The Port of Liverpool now has Freeport Status, and can accommodate the largest container vessels. Greater Manchester's further development of our trade connections with the Port of Liverpool are therefore paramount. The Western Gateway also provides for the economic growth of the Central Growth Cluster core economic area through the development of a tri-modal freight hub at Port Salford.
- 2.5.2 Port Salford's further development will provide sustainable freight transport operations which will include rail and road links, on-site canal berths, rail spur and container terminal.
- 2.5.3 The Western Gateway has the potential to create 25,000 new jobs, capitalising on the unrivalled port connectivity and planned employment space at Carrington, Port Salford, Partington and Trafford Park, alongside the regional leisure, retail and hospitality destination at Trafford City. Logistics and distribution sector employment will be created, with opportunities accessible to local communities with existing skills in this sector and further opportunities for development. Employment growth will also be created in the low carbon energy sector, linked to the development of a low carbon energy innovation park at Trafford Park.
- 2.5.4 Significant brownfield sites will also be utilised for the creation of c.21,000 new high quality homes, bringing forward new sustainable integrated urban neighbourhoods. These new settlements will provide enhanced connectivity to ensure residents have access to key employment opportunities including major improvements in highway access, such as the Carrington Relief Road, and upgrades to the Carrington Spur and Junction 8 of the M60 alongside sustainable transport links.

## 2.6 **Wigan & Bolton Growth Corridor**

- 2.6.1 The development of the Wigan & Bolton Growth Corridor will provide radial transport infrastructure across Wigan and Bolton. The development of a quality bus corridor, motorway link road and enhanced rail, will connect residents to employment and skills opportunities within the Boroughs and across Greater Manchester.
- 2.6.2 In line with residents needs and aspirations, c.12,000 new quality homes will be created. These will include family homes, and will be delivered across the distinctive communities with access to green space.
- 2.6.3 Building on the corridor's existing strengths and strategic transport links, employment growth will be driven by logistics, manufacturing (notably food) and distribution.
- 2.6.4 Health Innovation opportunities will be realised through the delivery of the GM Health Innovation Campus linked to the Royal Bolton Hospital.
- 2.6.5 The Wigan & Bolton Growth Corridor will provide for the development and resetting of the images of both Boroughs as places to live, work and invest. The development will be delivered drawing on distinctive cultural assets and improved sustainable transport choices. As with all the growth locations the Corridor will be delivered to provide opportunities to drive the benefits of economic growth into more of our communities.

### 3 Work Plan & Progress Update

- 3.1 Work is already underway with our district partners, coordinated through GM Directors of Place, to set out the vision and plans to support the opportunities identified in each of the Growth Locations. Each of the Growth Location steering groups have already met and agreed plans for the preparation of the following key documents:
- 3.2 **Growth Plan** – The Growth Plan sets out the strategic narrative for each growth location and describes the type and scale of growth the area can support. The Growth Plan considers the key employment sectors, development opportunities, significant infrastructure and anticipated benefits of each location. A growth plan has been drafted for each of the Growth Locations in collaboration between GMCA and districts.
- 3.3 **Local Investment Frameworks (LIFs)** – A number of LIFs will be developed for each of the growth locations to set out a more detailed proposal for specific opportunity areas / projects that require significant public sector intervention and the appropriate sequencing of such intervention. The purpose of the LIF is to develop the early framework for an investment proposition, which could be progressed into a full business case or funding application in response to specific investment opportunities.
- 3.4 **Business Case / Funding Applications** – The intention is to use the information and project planning developed through the LIFs to prepare full business cases and make targeted funding applications to secure the required investment in priority

projects to enable projects to move into delivery and deliver the anticipated benefits for GM residents.

## **4 Next Steps**

4.1 The next steps for the Growth Locations work include:

- Continue the preparation of key documentation and project planning described in section 3 above.
- Coordinate engagement with key external stakeholders on the Growth Location opportunities and seek their input as plans progress; and
- Consider opportunities from the imminent CSR announcement and ensure the Growth Location activity responds accordingly.

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SUBJECT: GC: Business Support, International and Marketing Update

DATE: 16th November 2021

FROM: Mark Hughes, Group Chief Executive, Growth Company

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## **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 Business Growth Hub, Business Finance, Marketing Manchester and MIDAS services. **A new addition is the annex which sets out GC current focus and mainstream programme against the 9 LEP priorities.**

## **RECOMMENDATIONS:**

**The GM LEP Board is requested to:**

Members are asked to note the contents of the report.

## **CONTACT OFFICERS:**

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## **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 our Equality, Diversity and Inclusion Lead, is currently supporting the recruitment of key EDI roles within GC, including working with our Social Value Lead and the chair of African Business Forum to identify better ways to support African business owners in GM

GC also 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 the newly launched online platform [beenetzero.co.uk](http://beenetzero.co.uk) alongside the LEP, for businesses to access advice, support and funding on their journey to reducing carbon emission.

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 (Scope 1 and 2 with Gold standard verified offset) 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. BUSINESS AND ECONOMIC CONTEXT

- **GC Business Survey.** Our Covid related Business Survey running since March 2020 and, with just under 8,000 responses, is the largest scale survey of its kind and adapts to new issues of interest. The following relates to the 4 weeks up to 4th November; 147 respondents.

### Growth, business confidence and investment

- The GC Business Confidence Index (GC-BCI) - a ranking of how confident businesses are on their growth prospects for the year ahead - currently stands at 7.2 out of 10, down slightly from 7.4 last month, but up from the average of 6.0 at a similar time last year.
- 26% of firms in the last month reported that they experienced an increase in sales (up from 19%), and 74% of firms (up from 63%) expect profits to increase, whilst just 3% (down from 4%) expect profits to decrease. The Digital Technology and Business, Financial & Professional Services sectors were most likely to report an increase in current sales and expect an increase in profits.
- Investment: 41% of firms expect to increase Capex in the year ahead. 56% (vs 50% last month) of firms expect to increase their allocation towards investing in workforce development and skills, followed by innovation (50%, vs 38%) and digital transformation (45%, vs 41%).
- It is worth noting that there is a lag between the sentiment / intentions expressed in the survey results compared to the levels and timing of actual investment activity made by businesses.

### Financial resilience and cash reserves

- 80% of firms report that they have cash reserves to last over 6 months, up from 72% previously, and one of the strongest positions recorded by the survey in the last 2 years.
- 14% of firms said they had significant cashflow problems, down from 24% previously, and 25% the same time last year. Sectors more likely to report this risk are Hospitality, Tourism and Leisure, and Other Service Activities.

### Main impacts of the current economic situation

- The main impacts facing businesses are decreased sales (29% vs 27% last month), both major and minor supply chain issues (41% vs 36%) and rising costs (20% vs 27% - note that input costs spiked last month, and the general trend for Q2-2021 is a steep rise).
- The main impact – decreased sales – also shows significant variation by sector. The impact of decreased sales is most prevalent in Hospitality, Tourism, Sport (50%), Manufacturing (33%) and Retail (29%).

### Business challenges and future support needs

- The main current challenges facing business are: getting access to new domestic sales opportunities (51% vs 56%), developing business models and approaches to business planning (46% vs 40%), and addressing workforce and skills issues (38% vs 42%).
- The main areas of future support for the year ahead identified by businesses include business planning (30%, vs 28% last month), workforce development (29% vs 22%), marketing (24%, vs 21%) and innovation (21%, vs 19%); and **64% of firms are looking to develop a plan to minimise their environmental impact (compared with 25% last month).**

### Insolvency risk

- RedFlag data for October suggests that just over 2,000 of GM firms (12% of firms with a flag rating, with 10 or more employees) have 1-3 red flags – a sign of financial stress - compared with a regional average of 9%, and national average of 6%. The level in GM is currently lower than risk levels reported 12 months ago (15% of firms with a flag rating) but higher than those reported pre-covid (10% in April 2020).
- During the coronavirus pandemic overall numbers of company and individual insolvencies have remained low when compared with pre-pandemic levels. The current number of Registered Company Insolvencies reported nationally in September 2021 was 1,446: 56% higher than the number registered in the same month in the previous year (928 in September 2020), but 4% lower than the number of insolvencies registered two years previously. However, in September 2021 there were 1,328 Creditors' Voluntary Liquidations (where a Director formally closes an insolvent company voluntarily), which is the highest level seen in the series since January 2019.

## 2. GC SUPPORT SERVICES & ACTIVITIES

### Comprehensive Spending Review

Despite CSR the national policy and commissioning landscape remains fluid in key areas such as Levelling-Up, the LEP Review, Shared Prosperity Fund (SPF), Export Strategy and DMO Review. This is impacting service commissions such as DIT Trade, Growth Hub funding beyond 2023. Whilst a budget envelope was confirmed for SPF (ERDF/ESF replacement) in the CSR this is back loaded (£0.4bn in 2022/23, £0.7bn in 2023/24, and £1.5bn in 2024/25) and lacking in detail.

The LEP has been provided with a comprehensive overview of the CSR outcome and below concentrates on areas in which GC is delivering. CSR saw significant commitments to via BEIS to the BBB and InnovateUK for whom GC delivers a range of services.

**BBB:** Start-Up Loan Capital increased by £350m. Regional Angels Fund increased by £150m (£1.6bn Regional Fund). Regional Funds awarded £1.25bn for England which will create a new NPIF2 opportunity in April 2023. £375 Future Fund to help funders with growth stage SME with 70% guarantee. Green Finance Market development awarded £2.4bn – clearly needs exploration by both GC and GMCA e.g., Green Retrofit opportunity.

**Innovate UK:** Increase in R&D budget to £22bn by 2026-27. Awarded £2.5bn core funding increasing by 36% in this SR review period. May be used to increase INUK Loans Programme administered by GCBF and InnovateEdge innovation service delivered by GC Business. Also, importantly a commitment to R&D investment levelling-up, defined as “ensuring that an increased share of the record increase in government spending on research, development and innovation over the SR is invested outside London, the Southeast and the East of England.

CSR also confirmed funding for the national **Made Smarter Programme**, and we await confirmation of the budget for the NW programme delivered by GC. And within DCMS our Creative Scale Up Programme has featured and will continue either as a GM or wider-geography programme.

DWP saw confirmations centred on Pan for Jobs including Kickstart extension to March 22, JETS for a year and WHP (GM Working Well) which GC has a role in delivering.

Whilst not directly referred to in CSR, subsequent conversations with departmental officials have confirmed that funding for New Enterprise Allowance will cease at the end of March 2022.

The **NPH Trade and Investment** CSR Proposition will form part of subsequent DIT Business Plan discussions. Similarly, no reference to **DMO Review** was included in the CSR and we also anticipate this will be part of subsequent DCMS Business Plan discussions.

Post CSR, 2 of our 5 **Community Renewal Fund** proposals were confirmed on 3 November for Start Up Vision (GM wide £600k) and the Good Jobs Project (North Manchester, £600k), with an extended delivery time of June 2021.

**Start Up Vision:** GM wide (80% Bolton, Manchester, Oldham, and Rochdale) - testing a new approach to supporting economically inactive at early stage of business start-up (typically younger than Enterprising You (less than 4 months trading)) and focusing on underrepresented ethnic minorities, over 50s and people with disabilities. Activity will include: a localised targeted campaign delivered with Jobcentre Plus and Local Councils/Neighbourhood Teams; Initial triage around business ideas and viability testing; multi-channel delivery and content and peer group mentors. Some startups will access a £1,000 grant for professional services (web design, accountancy etc).

**The Good Jobs Project:** This proposal seeks to replicate our highly successful model (The Works – established by GC in Moss Side/Hulme) in North Manchester, which faces similar levels of disadvantage and associated issues. The proposed service will support residents seeking work or more secure work, into new better quality (e.g., Real Living Wage) jobs via advice, guidance and training. The aim is to establish a well-known and trusted service/centre in Crumpsall, which can be used to ensure that residents of North Manchester benefit from the £600m redevelopment of the 67acre North Manchester General Hospital site.

## BUSINESS SUPPORT

**Creative Scaleup Programme.** DCMS has been incredibly positive about a CSU extension being part of the £42 million budget announcements. Currently various versions of delivering an extension either only for the GM region or as a multi-regional support approach are being explored.

**Startup Support.** The Business Growth Hub is planning an event in February 2022 aimed at business start-ups and the self-employed with an aim of increasing knowledge of the support available to them and practical support on the day to help increase their sales and identify opportunities. A date and venue are to be confirmed and further info will be shared in upcoming briefings. This will align with the new CRF Startup Vision Programme.

**Peer Networks.** 255 of 275 targeted participants signed up to this programme funded by BEIS. GM has a target of 25 of the cohorts out of the national total of 520 (5%) and has 20 of the 167 cohorts running (12%) with the best performance nationally. 6 internal cohorts are currently being delivered - the internally run sessions have the highest levels of customer satisfaction with the overall GM programme receiving a 97% satisfaction rate this year to date. The collaboration cohort with the **Tech Adoption Service** and Tameside LA has now been filled and starting in November. **We have received additional funding to deliver 6 more cohorts based on our performance to date by end March 2022. Currently the best performing region.**

**Global Scaleup.** Cohort 4 has started, with a strong focus on US expansion. More work is taking place to strengthen GM's businesses community's appetite to explore the US markets. In line with these efforts GSU is a key partner of the "Silicon Valley comes to the UK" annual summit, taking place in mid-November. Furthermore, the collaboration on the REACH Virtual Trade Mission for ethnic minority led businesses, has successfully continued with an in-person event, focusing on US expansion and diversity & inclusion in the business world. This session will be followed by a roundtable with Sadiq Khan and Andy Burnham likely taking place in this calendar year. GSU has committed to being a key driver of next year's REACH mission and conversations are taking place to try and broaden the scope of REACH to include non-scale-up businesses.

**Leadership and Management.** GMCA, the Growth Hub and the four GM business schools £2m Programme starting in Jan 2022 to deliver executive coaching, targeted programmes and mentoring to 470 participants. A key focus of this initiative is a new digital portal of L&M content which GM Leaders can access at any time. This element is being led by the 4 universities and is currently being procured. An overarching brand of GM leadership and management provision is being created - 'Bee Leaders' which will be led by the Growth Hub and will promote all publicly funded leadership provision both locally and nationally focused and will be launched in January 2022.

**A new Clean Air Zone business support service** will be launched at the end of November and will focus on supporting those GM business owners who are not eligible to access a grant or loan via TfGM to purchase/lease a compliant vehicle or retrofit their current vehicle. The TfGM portal will signpost through to the Growth Hub where we will have dedicated staff able to support immediate issues/needs along with identifying/referring to other business support they may wish to access. A website is currently being developed and will be ready for the launch.

**Journey to Net Zero.** Following a successful programme launch in August, the first three cohort workshops are now concluded with strong feedback from attendees. Momentum is building and Cohort 4 is oversubscribed (with 27 businesses registered for 20 places). Cohort 4 launched on the 12<sup>th</sup> October and will complete on the 23<sup>rd</sup> November. To date 60 businesses registered. Post completion of the 4<sup>th</sup> cohort there are plans to run an alumni event for all cohort attendees. Future cohort programmes will be run in 2022 to further develop a peer network of likeminded businesses. The **BeeNetZero** website was developed and launched at the Mayor's Green Summit on the 18<sup>th</sup> October as part of the LEP Project Verdigris initiative. On accessing the site businesses will be able to navigate to actions and steps that they can take, covering quick easy wins through to the structured programme facilitating their journey and commitments.

**Energy Innovation Agency (EIA).** Through collaborative support from our partners (GMCA, GC, MMU, UoM, University of Salford, Bruntwood Ltd, Hitachi Europe Ltd and SSE Utility Solutions Ltd), we aim to close the energy innovation gap for carbon emissions reductions between where existing solutions will take us and where we want to be. Key focus areas include: Providing an SME energy innovator validation and scale-up service; Commercial buildings decarbonisation, retrofit and smart energy projects; and supporting public sector innovation funding bids for domestic building decarbonisation projects.

**InnovateUK Edge.** With the end of the EU-funded COSME and Horizon 2020 contracts, Innovate UK has submitted a proposal to deliver the Enterprise Europe Network services from January 22 as a third country partner. Despite a small Innovate UK EDGE team at GC, strong focus on helping innovative businesses increase their innovation capability, launch new solutions in the UK and Internationally and secure around £10M for businesses in NW. Awaiting feedback from the CSR for the next contract beyond March 22.

**Made Smarter.** Demand for Digital Transformation Workshops remains high and well ahead of target. New project applications were ahead of target for October and November. Whilst the pipeline of delegates to the two L&M programmes remains strong it is proving difficult to get them signed up for the £2.5k programme, most citing the time impact as the constraint. We are working with Lancaster University to make the programme more compact. The new marketing campaign will be ready for internal review during w/c 7th November. **The current programme is due to end in March 2022. Made Smarter funding for three years was announced in the CSR.**

**Good Employment Charter.** Participation with GEC continues to accelerate with now c.800 employers. Focus continues to be on delivering appropriate content on the core priorities of EDI, Flexible Work, Mental Health and Wellbeing and Line Management. The Line Management campaign, in partnership with ACAS and CIPD, concluded in October with the Charter's first 'in person' event since March 2020, which attracted 65 employers. The second series of the Good Employment *Chatter* Podcast was released at the beginning of October, with nearly 700 downloads. The Charter is central to the promotion of the Real Living Wage throughout Real Living Wage Week (15-20 Nov) and will be present at the Launch of the Week at the People's Museum on 15<sup>th</sup> Nov when the new rate will be announced with further events throughout the week including events organised by Salford CVS (16<sup>th</sup>), ProManchester (17<sup>th</sup>), GM Poverty Action (19<sup>th</sup>), and Citizen UK (20<sup>th</sup>). Additionally, video collateral and other posts will be promoted through social media channels including case studies of Charter members.

**Skills for Growth SME Support.** 3,766 businesses (+1,103) have been engaged by the SFG brokerage service, with 873 Skills Productivity Plans, 966 Individual Skills Development Plans, Referrals into BridgeGM/Good Employment Charter 627, Apprenticeship Starts 82 and completions 108. The programme is behind target, with many companies dealing with immediate operational challenges. In response to this, enhanced marketing, greater partner collaboration and a new associate model have commenced. We are working closely with GMCA on all areas.

**EnterprisingYou (EY).** To the end of October, the programme has seen 4,563 enquiries and 1,708 starts on programme and is ahead of target on most outputs. EY are awaiting a final sign off of the financial and output profiles for 22/23 and then official announcement of EY extension. EY is delivering a number of events during GEW - EY has collaborated with the newly opened Phenix Salon and is holding a joint event at their premises targeted at the self-employed in the beauty sector on 8<sup>th</sup> Nov; Our regular *Having a Brew with EnterprisingYou* (targeted at women entrepreneurs) is on 11<sup>th</sup> Nov and a *Clear Air Webinar* takes place on 12<sup>th</sup> Nov. EY are now also holding monthly EY Business Networking Meetings targeted at the existing, alumni and new clients at our 2<sup>nd</sup> Face to Face *Business Networking* to be held on the 19<sup>th</sup> Nov.

**GC Kickstart.** GC has now had a total of 1,210 placements (+336) approved by DWP (433 have been filled; 30 are under job offer; 565 vacancies are currently live and available on the JCP system. The Kickstart scheme has been extended for 3 months until 31 March 2022 (for new starts).

Currently, of the 433 placements there has been 17% early leavers other than to employment or further education. The operational priority is now to promote the benefits of the scheme and to fill as many existing vacancies as possible.

### **3.2 Business Finance**

**Business lending.** GCBF has invested £2.22m in 75 GM businesses, steady activity in September while Recovery Loan Scheme Legal was completed by the BBB. Now in place to support lending going forward, and the scheme was extended in CSR until June 2022, although at a reduced guarantee level of 70%. A further £5m of capital will be provided for NPIF Microfinance and an extended investment period pending the procurement of NPIF2 in 2023. (GM typically receives 42%.)

**GM Bounce Back Loan Fund** loans are currently in the payment holiday period, with first loan repayments due commencing Jan 2022. No new instances of fraud or Company liquidations which fall under the British Business bank mass-objections scheme.

**GM Coronavirus Business Interruption Loans** are now in repayment phase, with net impairment maintained at 10.19% of the loan book within expectations and favourable compared to a net provision of 13.99% at the end of March 2020 as the pandemic began to impact, this confirms there has been no significant deterioration in the credit risk profile of the CBILS backed lending.

**Innovation & Angel Finance.** Demand continues to be high across GM. GC Angels has successfully invested £2.79m of LGF funding leveraging £14m of private co-investment, with a large and growing qualified pipeline of circa £22m. **GC Angels now needs to urgently address access to new capital.** Short-term options are being explored. Note CSR outcome increased funding of £150m to Regional Angel Finance which we will explore but this is an existing mechanism with funding available on commercial terms and not a solution to urgent need and all early Angel finance.

**Start-up Loans.** Start Up Loan activity has continued to build back strongly and has recovered to near normal 'pre-Covid' monthly levels resulting in the 6 months to end Oct 21, £3.9m invested in 314 GM start-ups. The Start Up loans scheme was extended as part of CSR with £350m committed for 3 years targeting 11,000 new Start Ups per year.

### **3.3 International & Marketing: Marketing Manchester**

Promotional activity is focussed on continued recovery of the Tourism & Hospitality sector, progressing the buoyant pipeline of conferences and sports events, and the continued delivery of Greener Greater Manchester campaign including COP activity, in addition to initiating innovation and digital campaigns.

**COP26** Key events that have taken place this quarter included the **GM Green Summit** hosted at the Lowry Theatre and MM hosted a Greener Greater Manchester session. COP related activity includes development of content and case studies and the following events in GM and Glasgow.

- **9 Nov – NW Green Zone, in GM:** Power to the People: Enabling a Smart Energy Transition at Mayfield in Manchester - delivered by MM in partnership with GMCA
- **11 Nov - NW reception and Breakfast** sessions in Glasgow – organised by NW lead
- **11 Nov - GM Focussed Mayoral Event** in Glasgow aimed to include GM Mayor, M4 Mayors and other international Mayors aligned to GM ambitions and values. Content will be captured by MM for legacy purposes.
- **30 GM Green Case Studies** have been developed by MM on behalf of GM for inclusion on BEIS Website and campaign during COP

**The Space to Meet Campaign** aligns with the new ten-point plan for business tourism and aims to stimulate short term bookings amongst the convention and corporate markets. As part of this campaign the Convention Bureau partnered with Conference News for 8 months: GM featured in Conference News 'Best of British' magazine highlighting the top 10 conferences cities in the UK in

June, providing a total reach to 31,449 buyers across print and digital. Work continues with Conference News with online content and the launch of a 15minute Greater Manchester film on the Mash Media You Tube channel from October for 3 months as sole content as well as being shown across Conference News Twitter and LinkedIn channels. The film showcases GM's conference product and the delegate welcome.

**The Return to the Office 'Working from Work' campaign** has now concluded. MM shared upbeat video content to raise awareness of being back 'Working from Work' with the objective of increasing footfall into our city centres and town centres to stimulate spend across the hospitality, leisure and culture industry. The campaign has delivered some excellent results, 962,500 impressions across digital ads, with a staggering 296,500 views of the Buzzing to be Back film, which drove 2,000 users to workinmanchester.com

**The USA campaign with Avanti.** MM began a co-op marketing campaign in August 2021 with Avanti Destinations, one of the largest B2B tour operators in the USA. The campaign will run until January 2022 and incorporates e-CRM, display banners, media articles, an incentive program and a webinar. In October, MM hosted one of the first post pandemic familiarisation visits to Manchester: 8 US travel trade, including the CEO of Avanti Destinations and some of the top sellers from across the US experienced the city region in-person and were introduced to new products.

**Business Conferences & Events.** There are 95 live conference opportunities in the pipeline. To date, 24 bids have been submitted - 21 for business conferences, and 3 for sporting events - for 2022 and beyond with a cumulative potential economic impact of £116m and 18,100 attendees. Year to date, 10 business conference bids have been converted, securing £13.5m of economic impact and 14,620 attendees and one of which will take place in the current financial year. Work has been ongoing with the roll out to businesses of the Delegate Welcome as we welcome events back to venues across GM.

**Press & PR.** With announcements regarding seasonal events returning next month, a number of media relation requests for information and images were received and facilitated. MM hosted the new Deputy Travel Editor of the Independent on a media visit that was prompted by Manchester ranking third in the TimeOut Best Cities index – the resulting article will cover new reasons to visit and is expected to be published by end of year. A piece in The Handbook and two print pieces in the West Australian, both results of September media visits, were published. Work was facilitated throughout October to develop green stories and case studies in the run up to COP26.

## Future Activity

- **Accommodation Business Improvement District (ABID).** Work is now recommencing on the proposal for a city centre Accommodation Business Improvement District. Working with Manchester Hoteliers Association, CityCo and both Manchester and Salford City Councils, a timetable is currently being developed, with extensive industry engagement, to prepare for a potential ballot on a new model for raising resources to support the future growth of the sector.
- **Prestige Partner Event.** Preparations are underway for an event for key partners to be held at Dakota Hotel on 24th November with Joanne Roney as the Key Speaker.
- **Tourism Narrative 2022.** Work is now focussing on conducting the annual research and writing required to formulate an overarching tourism narrative for Greater Manchester in 2022, ahead of presenting media pitches in the coming months.

## Sector Campaigns

**Powering Innovation** Focus has been new media partnership with a U.S based publication, Innovation & Tech Today. Initially we will feature in the magazine's 'Tech Zone' in their Autumn issue, reach for this activity is expected to be approximately 700,000. Further 'GM-related innovation stories will be shared via their website, social and eNewsletter during Q3. An exciting piece of PR was developed in Q2 demonstrating how GM's advanced materials expertise could help meet anticipated

demand for human settlements in Space. The release was entitled 'Space habitat revealed as Manchester takes next graphene-enhanced leap' and we successfully reached global markets achieving nearly 2m OTS in U.S and Israel.

**Digital in our DNA** An eCommerce campaign centred around the Statista report findings was launched and will be delivered in October and November. This comprises a press release, organic and paid social media, mailer and web landing page where the report can be downloaded. A media partnership with the Next Web is being developed and will be rolled out in November. This will feature case studies of Manchester tech businesses including Peak AI and Rezzil.

**Greener Greater Manchester** Content and news stories are being uploaded to [www.greenergreatermanchester.com](http://www.greenergreatermanchester.com). This includes a selection of editorial and a video featuring the GM Mayor which is being widely circulated during COP26. A media partnership has been developed with Edie.net, and content is being shared through this channel. A documentary is currently being developed working with Finest Media, which will feature key partners and messages. Key partners in the campaign include, Siemens, Cadent Gas, and Manchester Museum, with a number of other partners currently in negotiation. A Green Innovation, white paper is also in development.

**Content Development.** Commissioned a filming project to create brand new content to position our 4 priority sectors and create a hero Why Manchester film. The films were premiered at Progress 21 and kick-starting main sessions and breakout sessions. Links to each here [Innovation](#), [Digital](#), [Green](#), [Tourism](#), [Why Manchester?](#) The films will be shared as part of our campaign activity and will also be shared with our partner organisations.

### **3.4 International & Inward investment: MIDAS**

A number of large-scale projects have landed over the last 4 – 6 weeks, many of which were mentioned in the previous report (PwC, Roku etc) with Cloud Imperium going to press on the 9<sup>th</sup> November announcing its investment of 750 – 1,000 jobs in computer gaming in Manchester. In the last fortnight we have also had confirmation of Allied Bakeries investing further in its manufacturing base in Stockport, creating 120 jobs, as well as Sherwin Williams investing in an R&D function in Bolton around advanced materials and coatings.

There is a mixture in these projects of some pent-up investment that has been delayed through the pandemic and genuine new demand coming through over the last 6 – 12 months. This will likely distort the 21/22 investment figures to an extent (to the extreme positive), but when balanced across the last 3 years, will look more proportionate, notwithstanding performance is still very strong over that period.

**Global Investment Summit.** Took place 18/19<sup>th</sup> October, with senior representatives of major global industry and capital funds in attendance. Supported The GM Mayor who spoke on a panel on "Levelling Up", chaired by Lord Grimstone, Investment Minister, and met with a number of companies. There were a couple of projects that came directly out of the event, but more so longer-term relationships established that could be very beneficial to GM both on the capital (Macquarie and National Infrastructure Bank) and corporate investment side.

There was one immediate significant project in particular that was again tech within the FPS sector that could develop into a major project in the near term. Further follow up will be done with those companies that weren't able to be met, using follow up from GIS as the hook for engagement. There was also the opportunity to meet with some existing GM Investors, such as Heineken, at global CEO level, to discuss their pathway to net zero in GM and how we can support this.

Tech Dinner (3<sup>rd</sup> November). MIDAS held a dinner in Manchester on the 3<sup>rd</sup> November, inviting a mixture of very senior representatives from companies that we are building relationships with and some of those existing companies who we are working with on growth. The GM Mayor also attended the dinner which has both progressed a number of existing projects but also identified a number of

new projects with a number of household name companies. This was an example of a strong piece of activity, utilising the profile of the Mayor and got very strong interest from the tech sector, something that we will look to repeat possibly every 6 months.

COP – MIDAS reps have been attending COP, with activity in week one focussing on engaging with senior business figures during the World Leaders Forum, facilitating meetings for Cllr Elise Wilson, GM lead for economy. A number of meetings were held with some of the major net zero bus companies (Wright, Switch etc) to support the transport agenda and associated investment opportunities that may stem from that, as well as meetings with other major corporates engaged on the green agenda such as SSE and Rolls Royce. Further activity is currently underway in week two targeting further potential “green” investment.

### **Upcoming Activity:**

#### *Financial & Professional Services:*

- Significant work on next stage of Government relocation projects – with two departments (BEIS and Home Office) already announced and more detail around job numbers and roles to be confirmed post spending review and a third department to announce in December. Work will include collaboration between departments, local authorities, universities and GC Employment alongside the lead at Places for Growth to scope out recruitment plans and to ensure widening participation/access to roles for a broad section of GM residents.
- The next stage of Government relocation projects is aimed at the Non-Departmental Public Bodies and Arm's Length. In conversation with some, have one at decision stage that is subject to an NDA and continue to reach out via mail to others.
- High level Financial Services event (one of a series focused on themes of ESG, Office of the Future and D&I) with KPMG, City UK and City of London corporation to be held in London to engage C-suite. First one in early December – date pending with venue.
- With colleagues from Manchester City Council are currently supporting a previous anchor investor, BNY Mellon with recruitment of over 200 roles – these are a 50:50 mix of new roles as a result of significant growth.

#### *Creative, Digital & Tech:*

- October: Hosted a visit by the Canadian High Commissioner to showcase the creative, digital and technology sectors in GM.
- October: Launch of large-scale lead generation campaign, targeting high-growth e-commerce companies that could locate tech functions or HQ's in Greater Manchester.
- October: Initial Steering Group for the North West Technology Forum.
- November: Attendance at TechUK Annual Dinner to engage with senior representatives from global tech firms.
- November: High-level tech dinner with GM Mayor for Top 20 CDT targets and on-going projects. 15 companies confirmed to attend.
- November: In visit from quantum computing computer looking to set up an R&D base in Europe

#### *Life Sciences & Healthcare:*

- Project Lighthouse: A bio-Contract Development and Manufacturing Organisation is looking for rapid construction of a £250 million manufacturing facility, 250 highly qualified roles, plus supply chain. Work has begun with Health Innovation Manchester to form a group across GM to pitch.
- w/c 11 October hosted 3 invisits from Irish, Lancashire and London digital health companies. All 3 companies will be taking space in GM, the lease signing process is now being supported by MIDAS and other introductions to the ecosystem.
- w/c 18 October hosted US Life Science (diagnostics) investor Pierian Bioscience, the company is considering taking space at MSP
- 24 October hosted an invisit of Catalan medical entrepreneurs, hosting with NIHR and ORC. Following up with a meeting in London with Catalan trade team.

- w/c 1 November launch of the mapping of the report GM's Longevity Assets report by Ageing Analytics Agency
- w/c 8 November: Project Hearts and Minds: In visit from Korean digital health company to meet with local ecosystem partners and sign Smart Hospital Alliance with GM hospitals
- w/c 8 November launch of digital health mailer to target companies, follow up emails and contact to be planned in the weeks after
- w/c 15 November attending US Embassy event for delegation of US Life Science investors and attending Tech UK Healthcare dinner, preparing target list for attendance
- 8 December, hosting the DIT's Trade's Life Science and Healthcare Services Team to showcase GM asset

#### *Advanced Manufacturing & Materials:*

- 9<sup>th</sup> November: North West Green Zone – a North West COP26 event. MM organising, with input from MIDAS on speakers (from account managed companies & projects).
- 3<sup>rd</sup> / 4<sup>th</sup> November – Advanced Engineering Show – one of the main UK manufacturing events, MIDAS to attend though limited international presence this year
- 10<sup>th</sup> / 11<sup>th</sup> November – Smart Factory Expo – Historically a good expo/conference to network, focussed on Industry 4.0, MIDAS to attend though limited international presence this year.
- Advanced Materials campaign – commencing 4<sup>th</sup> November partnering with E&T magazine with concurrent email and social media, stepping up from 11<sup>th</sup> November with email and LinkedIn targeting – all focussed on promoting GM strengths as highlighted in the Material Gains paper.

#### **Project Overview:**

- 34 project wins to date, creating 3,220 jobs and safeguarding 777. Project wins are over 50% higher than this time last year and now stand at the YTD pre-Covid average (34). Jobs created is now above the YTD pre-Covid average of 1,554.
- Prior to Covid, new investors typically accounted for 40-67% of project successes YTD. This dropped to 29% at this point last year. So far this year, new investors account for 50% of project wins and 37% of job creations - a significant rebound.
- The majority of project wins and job creations have been in the Advanced Manufacturing and Financial, Professional and Business Services Sectors, although the majority of jobs have come from the tech sector (note PwC is counted under FPS sector although is a tech function).
- There have been 195 projects added to the pipeline to date, with 6,178 jobs. In October, 22 projects were added to the pipeline – a decline from September (which saw 31 additions). Job additions held steady at 533.
- Looking ahead, we currently have 19 projects with 1,177 estimated job creations in the pipeline estimated to successfully close in Q3.

#### **Recent Successes:**

- **Allied Bakeries – Expansion project – (120 jobs)**
- **Tenmat** – Account Management expansion project (80 jobs)
- **Bobst** – Account Management expansion project (40 jobs)
- **MeterSit** – Italian smart meter company - gas and hydrogen market. Circa 3 jobs initially
- **EGIS** – French Engineering company 70 jobs
- **Sherwin Williams** – Account Managed company investing in new product line – 4 jobs
- **Beryl** – following their successful bid for the new GM bike hire contract, for which they were supported by MIDAS, Beryl are setting up in Trafford. 20 jobs.

#### **Project Pipeline:**

- **Project Oasis** - dormant project, Professional Advisory firm is at final stages of location decision (competitive against 8 other UK cities) and is visiting GM in November. 100 jobs
- **Project Voltage** – Large FinTech looking for 50-150 predominantly tech roles.
- **Project Meter** – Global measurement company establishing an R&D & UK HQ, 25 new jobs.
- **Project Hybrid** – Japanese RD and operations battery energy storage. Circa 15 jobs.
- **Project Rain** – Games company moving their UK HQ involving 700 jobs.
- **Project Hill** – US digital transformation company looking for a Northern office. 100 jobs.

**Annex: LEP Priorities: GC Focus and Programme Activity**

Priority	Current Focus	Programme Activity
Driving delivery of GM carbon neutral by 2038 by ensuring that all GM businesses are on a journey to net zero ....	<ul style="list-style-type: none"> <li>• Deliver new BeeNetZero website and support service development.</li> <li>• Additional Journey to Net Zero Programme Cohorts</li> <li>• NW COP Events &amp; COP26</li> </ul>	<ul style="list-style-type: none"> <li>• <b>BGH:</b> <ul style="list-style-type: none"> <li>○ Resource Efficiency / Journey to Net Zero Service</li> <li>○ Low Carbon Environmental &amp; Goods Services Team</li> <li>○ Support with the Bee Net Zero campaign to encourage all businesses to engage</li> </ul> </li> <li>• <b>MM:</b> Greener Greater Manchester campaign, GM LEP insights articles</li> <li>• <b>MIDAS:</b> Engaging with potential investors on JTNZ</li> <li>• <b>Other:</b> <ul style="list-style-type: none"> <li>○ Made Smarter Adoption Programme delivering Net Zero</li> </ul> </li> </ul>
Driving Low Carbon Innovation across our towns and cities and in all employers by supporting IGM	<ul style="list-style-type: none"> <li>• Implement Energy Innovation Agency</li> <li>• Developing Inclusive Innovation with IGM</li> </ul>	<ul style="list-style-type: none"> <li>• <b>BGH: Eco-Innovation Programme</b></li> <li>• <b>MM: IGM media interventions</b> <ul style="list-style-type: none"> <li>○ IGM 'Northern Agenda' feature</li> <li>○ Salford Innovation Triangle Film</li> <li>○ IGM event during Conservative Party Conference inc the University event and Case Studies</li> </ul> </li> <li>• <b>MIDAS: Large Co (SME) Innovation Challenge Programme</b></li> </ul>
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	<ul style="list-style-type: none"> <li>• CAZ business support service for launch by end Nov 2021</li> </ul>	<ul style="list-style-type: none"> <li>• <b>BGH:</b> Clean Air Zone business support service</li> <li>• <b>MM:</b> GreenerGreaterManchester campaign and curation of assets</li> <li>• <b>MIDAS:</b> working with LA partners on development plans for Town Centres leveraging MIDAS network</li> <li>• <b>Other:</b> GC ULEV Scheme</li> </ul>

<p>Driving Government and private investment around GM 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</p>	<p>Developing proposition to advance:</p> <ul style="list-style-type: none"> <li>• Ease of access to finance information</li> <li>• Corporate Venturing exploration</li> </ul>	<ul style="list-style-type: none"> <li>• <b>BGH:</b> <ul style="list-style-type: none"> <li>○ A2F service supporting businesses to access the right finance from a range of providers and building pitch skills</li> <li>○ Continued business support for frontier sectors</li> <li>○ Continued business support around digitisation and digital leadership</li> </ul> </li> <li>• <b>MM:</b> Inward investment campaigns incl promotional film content for the 4 frontier sectors. Developing/including green benefits in bids to attract conferences/events</li> <li>• <b>MIDAS:</b> in active conversations with Government/DIT on how to attract further investment into GM</li> <li>• <b>Other:</b> <ul style="list-style-type: none"> <li>○ GCBF &amp; Angels investments have prioritised tech/digital business investments</li> <li>○ GC is supporting GAMMA SIG to establish innovation networks for key advanced material &amp; manufacturing sectors</li> </ul> </li> </ul>
<p>Driving diversity in Leadership and Management and Greater Manchester company workforces by working with the Good Employment Charter</p> <p style="text-align: center;">Page 59</p>		<ul style="list-style-type: none"> <li>• <b>BGH:</b> <ul style="list-style-type: none"> <li>○ new GM L&amp;M approach – collaboration between GMCA, BGH and the 4 business schools to enable GM business leaders access leadership support</li> <li>○ Executive Development Programme with new providers focusing on diversity along with working with EDI Advisor</li> <li>○ BGH/SfG referrals for GEC</li> </ul> </li> <li>• <b>MM:</b> promoting Good Employment Charter to commercial partners</li> <li>• <b>MIDAS:</b> promoting Good Employment Charter to acct mgt companies</li> <li>• <b>Other:</b> <ul style="list-style-type: none"> <li>○ Good Employment Charter team</li> <li>○ GC Business Angels improved diversity of investment portfolio incl female and ethnicity investors ahead of national averages</li> <li>○ Working with UKBA and FoundHer networks to advocate diversity along with targeted events to build confidence and improve access</li> </ul> </li> </ul>
<p>Becoming the first city region to pay all employees a real living wage by driving the City Region Living Wage Action Group</p>	<ul style="list-style-type: none"> <li>• RLW Week 15-19th November</li> </ul>	<ul style="list-style-type: none"> <li>• <b>BGH:</b> WFD team working with employers to support RLW ambition. Also captured baseline data from businesses who pay RLW</li> <li>• <b>Other:</b> Good Employment Charter team working with the CA on RLW week in November incl marketing and promotional activities</li> </ul>
<p>Ensuring every large employer puts forward at least five work related opportunities for young people</p>	<ul style="list-style-type: none"> <li>• Promoting opportunity through existing social media channels, channels and engagements etc</li> </ul>	<ul style="list-style-type: none"> <li>• <b>BGH:</b> KAM team supporting large companies to get into initiatives such as Kickstart, apprenticeships, GEC and Community Schemes</li> <li>• <b>MM:</b> signposting and promoting opportunities</li> <li>• <b>MIDAS:</b> linking employers to the LA's work and skills team e.g., PWC now recruiting 1000 new tech roles in Manchester over next few years</li> <li>• <b>EMPLOYMENT:</b> <ul style="list-style-type: none"> <li>○ GC is a disability Confident Leader</li> <li>○ Over 1,000 kickstart roles for YP</li> <li>○ Employers pledging exclusives for Our Pass and to support NCS curriculum</li> </ul> </li> </ul>

		<ul style="list-style-type: none"> <li>• <b>SKILLS:</b> <ul style="list-style-type: none"> <li>○ Supporting businesses with recruitment of Apprentices</li> <li>○ Traineeship opportunities promoted to support young people into work placement's</li> </ul> </li> </ul>
<p>Ensuring the right support is in place for people who have to transition in the Labour Market as a result of Covid</p> <p style="text-align: center;">Page 60</p>		<ul style="list-style-type: none"> <li>• <b>BGH:</b> <ul style="list-style-type: none"> <li>○ EnterprisingYou - 12-month extension to support the self employed</li> <li>○ Start Smart Programme, alongside NEA programme</li> <li>○ CRF – Startup Vision – support and grants</li> <li>○ Real Modern Slavery awareness sessions for business – focus on recruitment and supply chains</li> </ul> </li> <li>• <b>MM:</b> Tourism Talent Hub – incl training for unemployed people into work</li> <li>• <b>MIDAS:</b> <ul style="list-style-type: none"> <li>○ Offering redeployment support between companies to minimise job loss</li> <li>○ Linking employers with skills and training providers in GM</li> </ul> </li> <li>• <b>EMPLOYMENT:</b> <ul style="list-style-type: none"> <li>○ EmployGM providing information to those seeking training and new employment in a new career path</li> <li>○ Participants referred to NCS for skills health check to identify 'covid proof' industries they would be suitable for</li> <li>○ Facilitators run LMI workshops on industries with most vacancies</li> <li>○ Restart/ JETs both implemented in response to tackling unemployment through Covid</li> <li>○ AEB funding utilised to deliver pre-recruitment training to support those transferring between sectors/ occupations</li> </ul> </li> <li>• <b>SKILLS:</b> <ul style="list-style-type: none"> <li>○ Delivery of provision to those young people furthest from the labour market, to support progression into employment or training via the NEET contract</li> <li>○ Delivering in work support and training for those who have had an enforced change of career due to Covid.</li> </ul> </li> </ul>
<p>Promoting progressive procurement to drive social value and accelerate supplier diversity</p>	<ul style="list-style-type: none"> <li>• Development of Community Wealth Hubs also with Rose Marley and GMCA</li> </ul>	<ul style="list-style-type: none"> <li>• <b>BGH:</b> <ul style="list-style-type: none"> <li>○ SME procurement support advisors - programmes around SME procurement</li> <li>○ Meet the buyer/procurer focus to on cohort programmes</li> </ul> </li> <li>• <b>Other:</b> <ul style="list-style-type: none"> <li>• Work with GMCA on wider public sector procurement.</li> <li>• GC: New SV/Procurement Policy to Board in Dec.</li> </ul> </li> </ul>