

## 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
	Marilyn Comrie	The Blair Project
	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
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	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