

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

1. INTRODUCTION

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

2. STRATEGY

Greater Manchester Strategy

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

GM Local Industrial Strategy

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

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

GM Living with Covid Resilience Plan

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

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

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

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

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

GM Economic Vision – Delivery Focus

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

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

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

3. PERFORMANCE

Environmental, Social and Governance Framework

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

GM Economic Vision Deliverables Performance Dashboard

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

LEP Economic Monitoring Dashboard

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

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

District Engagement

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

Communication and Engagement

- 3.18 Working with partners in Marketing Manchester and the GMCA Communications team, the LEP has developed a Strategic Communications Action Plan to promote the GM Economic Vision and demonstrate that Greater Manchester is now poised to lead UK economic recovery with a plan for innovation, green growth and addressing inequalities.

- 3.19 The Action Plan reflects the nine deliverables identified within the GM Economic Vision and outlines a rolling programme of activity to provide communications and content provision in support of GM LEP priorities from March 2021 – March 2022.
- 3.20 It is designed to offer a flexible approach that can be reactive and responsive to changes and challenges at local and national level within a strategic and tactical communications framework.
- 3.21 This approach will be complemented by the work of the GM Public Affairs team with its focus on identifying, nurturing and activating productive relationships with political and strategic decision-makers to advance the priorities of the GM Economic Vision.
- 3.22 LEP Board members will support this activity by taking a lead for particular topics and themes in which they have expertise and experience to help drive action and communications/engagement in those areas.

Local Growth Fund

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

Get Building Fund

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

3.29 The projects supported are:

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

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

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

Capacity Funding

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

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

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

- **Contribution to the LEP Network - £7k**
- **LEP contingency for ad hoc activity including expenses - £4.5k**

4. GOVERNANCE

LEP Board Leadership

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

A High Performing Team

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

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

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

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

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

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

LEP Board Oversight

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

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

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

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

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

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

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

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

Diversity and Inclusion

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

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

Local and National Engagement

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

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

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