

LEP Board

Date: 21st September 2022
Subject: Greater Manchester Strategy Progress Report
Report of: Andy Burnham, Mayor of Greater Manchester

Purpose of Report:

To provide the LEP Board with the progress report at six months into delivery of the new Greater Manchester Strategy (GMS). The report provides an overview of some of the activities currently underway which support the delivery of the GMS shared commitments and draws out whole system issues and areas for further progression in an issues paper.

A self-assessment process, including input from across GM delivery groups and engagement with a stakeholder panel, has been undertaken to understand where GM is currently and where we need to see change if we are to collectively deliver the GMS ambitions.

At six months into the new Strategy, the self-assessment has identified areas for development for GM and supporting proposals to Government, which can unlock GM's potential and support the achievement of the GMS.

Recommendations:

The LEP Board is requested to:

1. Discuss and comment on the progress report, the systemic issues identified and possible GM responses and further dialogue with Government in support of the attainment of the GMS shared outcomes and commitments.

2. Agree that all recipients of this progress report, stakeholder groups, partnerships and agencies, are requested to give due consideration and reflection to the issues identified in this report, driving change and actions in all parts of the system if the GMS is to be delivered.
3. Note that a review of the progress reporting process will be undertaken to refine and develop for future iterations.
4. Consider and make recommendations against the questions for discussion in section 5 of the report.

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Equalities Impact, Carbon and Sustainability Assessment:

Impacts Questionnaire

Impact Indicator	Result	Justification/Mitigation
Equality and Inclusion	A	There is evidence of some good practice in place, however the report identifies the need for further and faster actions, targeting and prioritisation of the equalities agenda more systemically in order to meet GMS ambitions
Health	G	Activity is being delivered under the shared commitment to tackle health inequalities, however there are systemic challenges relating to covid backlog, waiting lists and infrastructure changes through the establishment of the ICS
Resilience and Adaptation	A	Work is underway to support this agenda, however the progress report has found further and faster activity is needed in this area
Housing	A	Activities are in place, however the report has identified the need for additional resource and further work with Government to support delivery of affordable housing ambitions The report has highlighted the need for further focus on delivering new properties in line with net zero ambitions.
Economy	G	A range of activities are in place to support wider economic development of the whole of GM, including Innovation GM and local centres work The Growth Locations will provide employment opportunities, the report highlights the need to develop mechanisms to ensure local people and places can benefit in the short and longer term from such investments and development, and the need for economic activities to more holistically embed social and environmental goals
Mobility and Connectivity	A	Active travel and integrated transport network will support more people to use public transport, however it is recognised further economic growth will in part be driven by road vehicle use Activities underway but also reliant on Government to achieve longer term infrastructure ambitions including HS2. Clean Air Zone under review
Carbon, Nature and Environment	A	Clean Air Zone currently under review Insufficient detail to assess as part of this report
Consumption and Production	A	Activities such as the circular economy work and the GM zero waste strategy will support this agenda Biodiversity emergency declared
Contribution to achieving the GM Carbon Neutral 2038 target	The collective efforts required to achieve carbon neutrality by 2038 are not evident across the breadth of thematic areas and activities at present, with the need for greater whole system responses and actions necessarily 'pivoted' to meet this agenda	
Further Assessment(s):	Equalities Impact Assessment and 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. Trade-offs to consider.
		Negative impacts overall.

Carbon Assessment				
Overall Score	██████			
Buildings	Result			
Justification/Mitigation				
New Build residential	██████ Sufficient detail is not gathered through this progress report process to assess these elements. Individual assessments have been undertaken for any associated delivery			
Residential building(s) renovation/maintenance	██████ As above			
New Build Commercial/Industrial	██████ As above			
Transport				
Active travel and public transport	██████ As above			
Roads, Parking and Vehicle Access	██████ As above			
Access to amenities	██████ As above			
Vehicle procurement	██████ As above			
Land Use				
Land use	██████			
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.

1. Introduction/Background

1.1 The executive summary of the progress report is included below, with the full progress report followed by the Issues Report and 15 Shared Commitment updates available [here](#)

2. Recommendations

2.1 Recommendations appear at the front of this report.

3. Greater Manchester Strategy Progress Report – July 2022: Executive Summary

3.1 The Greater Manchester Strategy (GMS) seeks to deliver Good Lives For all, and for our city-region to be greener, fairer, and more prosperous in all parts.

3.2 The Strategy sets out shared commitments – the GM we want to see; shared commitments – the actions we are going to take; ways of working – how we will deliver.

Our Shared Outcomes	Our Shared Commitments	Our Ways of Working
<p>The Wellbeing of our People</p> <p>A Greater Manchester where our people have good lives, with better health, better jobs, better homes, culture and leisure opportunities and, better transport.</p> <p>A Greater Manchester of vibrant and creative communities, a great place to grow up get on and grow old with inequalities reduced in all aspects of life.</p> <p>Vibrant and Successful Enterprise</p> <p>A Greater Manchester where diverse businesses can thrive, and people from all our communities are supported to realise their potential.</p> <p>A Greater Manchester where business growth and development are driven by an understanding that looking after people and planet is good for productivity and profitability.</p> <p>Greater Manchester as a leading city-region in the UK and globally</p> <p>Greater Manchester as a world-leading low carbon city-region.</p> <p>Greater Manchester as a world-leading digital city-region.</p>	<p>We will drive investment into our growth locations, and use that to create opportunities in adjacent towns and local centres.</p> <p>We will enable the delivery of resilient, safe and vibrant communities where everyone has access to essential services, local centres and high streets which are successful and reflective of their populations, and access to high quality culture and leisure spaces.</p> <p>We will ensure our local communities, neighbourhoods, villages, towns, cities and districts are protected and strengthened through the Places for Everyone Plan and Stockport Local Plan, with new homes delivered in line with our net zero carbon commitments and Housing Strategy.</p> <p>We will create a carbon neutral Greater Manchester by 2038, with better air quality and natural environment.</p> <p>We will deliver a low carbon London-style fully integrated public transport system across bus, tram, train and bike.</p> <p>We will enable the delivery of world-class smart digital infrastructure</p> <p>We will realise the opportunities from our world-class growth and innovation assets, driven by our Places for Everyone Plan, Local Growth Plans and Industrial Strategy to open up opportunities in all parts of the city-region.</p> <p>We will support our businesses to grow sustainably, to become as prosperous as they can be.</p> <p>We will support the creation of better jobs and good employment that has a purpose beyond growing shareholder value, utilising the opportunity to positively impact on our communities.</p> <p>We will ensure businesses are able to access the skills and talent they need, by provision of high quality learning and wrapping support around individuals, enabling them to realise their potential - with access to good work for those who can, support for those who could, and care for those who can't.</p> <p>We will ensure all our children and young people leave education and training ready to succeed in the labour market with a balance of academic, technical and 'life ready' skills.</p> <p>We will ensure digital inclusion for all, including under 25s, over 75s and disabled people online.</p> <p>We will ensure the delivery of safe, decent and affordable housing with no one sleeping rough in Greater Manchester.</p> <p>We will tackle food and fuel poverty experienced by Greater Manchester residents.</p> <p>We will reduce health inequalities experienced by Greater Manchester residents, and drive improvements in physical and mental health.</p>	<p>Leadership – We will adopt a distributed leadership model which is representative, culturally competent and inspiring.</p> <p>Environment – All partners in Greater Manchester already have a clear commitment to taking the actions outlined in the Greater Manchester 5-year Environment Plan. Actions to address the climate emergency should be woven through and underpin everything that we do, and this will support the achievement of this Strategy.</p> <p>Equality – We will eliminate unlawful discrimination, advance equality of opportunity and foster good relations between people who share a protected characteristic and those who do not.</p> <p>Involving stakeholders – We will seek to ensure we put people at the centre of our decision making, and ensure the right stakeholders are involved in all our work, delivering through productive and meaningful partnerships.</p> <p>Effective communication – We will ensure our communication is more than just the exchanging of information. We will be transparent and complete in our communications, delivered in a timely manner.</p> <p>Progressive Procurement and Social Value – We will capitalise on the opportunity to redefine and strengthen the way we use social value, and will use procurement and social value to support our responses to tackling the climate and inequalities challenges.</p> <p>Employing robust quantitative and qualitative evidence-based approaches – We will ensure consistent and systematic use of a robust evidence base underpinning all of our priority setting, decision making and changing what we do. We will adopt principles that data will be disaggregated by geography or cohort wherever possible, to delve below the averages, understanding the variance in outcomes by location and population group.</p> <p>Workforce – We will put in place a comprehensive workforce programme to support organisational and workforce development based on and facilitating a more integrated public facing workforce.</p> <p>Innovation – We will explore and apply new and more effective approaches to maximising Greater Manchester's innovation assets to drive economic development and will support the development of social innovation, enabling greater opportunities for people and places.</p> <p>Thinking for the future – We will wherever possible, embed prevention as part of our standard practices. We want to ensure that Greater Manchester can meet the needs of the present, without compromising the ability of future generations to meet their own needs.</p> <p>Understanding the impacts of our decisions – We will adopt an assurance framework which assesses our progress on the implementation of the shared ways of working, and the effectiveness of these changes as they are delivered.</p> <p>Enabled via:</p> <ul style="list-style-type: none"> • Embedding the Greater Manchester model of unified services • Investing in the VCSE sector • The Greater Manchester Good Employment Charter • Greater Manchester's Digital Blueprint.

3.3 The GMS adopts a whole system approach, with every part of the public, private and voluntary sectors in GM having a role to play if the shared outcomes and commitments are to be attained. In that context, the use of the term 'GM system' should be interpreted in this widest possible context, not specific to any sector, partnership or agency.

3.4 This report, like the overarching strategy, does not seek to 'prescribe out' actions to the GM system, instead it draws attention to systemic issues, which should be given due consideration and reflection, driving change and actions in all parts of the system if the GMS is to be delivered. Individual actions, aligned to each of the issues identified are not therefore provided, instead the due consideration by report recipients should determine the extent to which the issues identified are relevant in any given area, and specific actions, delivered via the Ways of Working, developed as appropriate in response.

3.5 A self-assessment has been undertaken to understand where GM is currently and where we need to see change if we are to collectively deliver the GMS ambitions. This report builds from evidence gathering / baselining assessment against the 15 shared commitments, ways of working, and the data and targeting information (GMS performance dashboards) developed as part of the progress monitoring framework. Under the three pillars of greener, fairer and more prosperity in all parts of Greater Manchester, it identifies where we are now;

what we are already doing; the issues GM needs to respond to with areas for Greater Manchester development and areas where we need different working arrangements with Government.

3.6 At six months into the new Strategy, the self-assessment has identified areas for development for GM and supporting proposals to Government, which can unlock GM's potential and support the achievement of the GMS. These areas for development are summarised in the Table below.

Our Ambition	For GM to improve further we need to respond to the following issues	What the GM system can and needs to do
<p>We will create a carbon neutral Greater Manchester by 2038, with better air quality and natural environment.</p>	<p>The collective efforts required to achieve carbon neutrality by 2038 are not evident across the breadth of thematic areas and activities at present, with the need for greater whole system responses and actions necessarily ‘pivoted’ to meet this agenda.</p> <ul style="list-style-type: none"> • Unless we pivot action now, and deliver a step change in activities and associated funding, achieving the 2038 carbon neutrality target will be incredibly challenging • There is some way to go for these to form an intrinsic and embedded set of system-wide actions in support of this agenda • Current resources are not sufficient to deliver this target • Conflicting and difficult trade-offs between agendas need to be faced head on 	<ul style="list-style-type: none"> • Build on existing partnership working, to firmly embed the understanding, ownership and actions required in ‘everybody’s business’ • Address the need for urgent action, by reframing actions required and referring more directly to the need to take action now in order to meet our 2024 carbon budget, en route to 2038 carbon neutrality • Pivot activity and associated funding to focus on our environmental ambitions and as part of this approach stop activity counter to these ambitions • Develop opportunities for furthering coordination / alignment of funding, commissioning and investment decisions, to deliver a more complete pipeline of programmes and interventions • Deliver sector-specific targeted activities • Broadening the use of impact assessment tools

	<ul style="list-style-type: none"> An increased sense of urgency is required to meet this ambition 	<ul style="list-style-type: none"> Ensure we build into all areas of work open, honest and timely communication mechanisms Work with Government to further decentralise powers and resources which can unlock GM's potential to deliver the GMS and national ambitions
<p>Greater Manchester will be a place where our people have good lives, with better health; better jobs; better homes; and better transport; A Greater Manchester of</p>	<p>To meet our ambition GM needs to embed equalities more systematically into all thematic areas. This should include a review of current activity to determine where changes or necessary pivots could be made and through more effective data collection, analysis and use maximise targeting of resources to meet the evidenced need.</p> <ul style="list-style-type: none"> Responding to equalities and fairer issues are not routinely, systematically embedded into all thematic areas, with the necessary policy delivery or system 'pivots' to meet the challenges 	<ul style="list-style-type: none"> Act with urgency to address inequality, recognising a lack of pivoted action coupled with the cost of living crisis is creating/has created a burning platform Adopt more consistent approaches to the collection, analysis and use of data in the design and development of policy, but also in the collection of services user data for delivered activities Proactively draw on community insight, for example through discussion at Equality Panels, to discuss issues and co-design of policy with communities of identity

<p>vibrant communities, a great place to grow up get on and grow old with inequalities reduced in all aspects of life.</p>	<ul style="list-style-type: none"> • There is scope for the greater and more consistent collection and use of equalities data to further target policy and delivery across the whole system • Use of community insight across all thematic areas could be more routinely and systemically utilised • More routinely roll out pilots to deliver pan-GM approaches and responses, and where resources are limited the learning, good practice and knowledge gained through the piloting of approaches to be embedded within the GM system and used to inform future policy and delivery • The prevention agenda and the expansion and evolution of place-based integrated working across all services has however slowed across GM 	<ul style="list-style-type: none"> • Undertake greater evaluation and expansion of piloted activities, seeking to embed good practice pan-GM, and build greater mechanisms for minimum standards and minimum offers available to all people and places • Broaden the use of impact assessment tools • The GM system to consider how to reenergise the proactive prevention agenda and integrated place-based working, in the face of the reactive responses as well as wider financial and demand pressures • Track and monitor progress of the three neighbourhood floor targets, with the whole GM system responding if any area is falling behind • Work with Government to further decentralise powers and resources which can unlock GM's potential to deliver the GMS and national ambitions
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<p>Greater Manchester will flourish driving local and UK growth through a fairer, greener, growing economy built on our innovation assets, putting people and place first, and recognising our global strengths and progressive thinking in advanced</p>	<p>To deliver the GMS, and the levelling up agenda that it sets, GM needs to translate opportunities into economic benefit for all parts and communities of GM, whilst also positively impacting upon environmental, social and wider economic ambitions.</p> <ul style="list-style-type: none"> • There is potential for greater targeting of provision or evaluation/monitoring of provision for economic programmes to directly respond to inequalities • There is scope to further maximise opportunities linked to our environmental goals and mitigate against the negative impacts of growth • Skills supply and demand provision may struggle to deliver to the scale and volume required to meet current and projected future growth in some industries • The need to be mindful of the potential differential take up of projects was identified, highlighting the need for inclusive and targeted approaches 	<ul style="list-style-type: none"> • Undertake a review of current activity to support the embedding of social and environmental goals within policy and delivery • Better communicate and tailor advice to different business sectors • Adopting more consistent approaches to the collection, analysis and use of data in the design and development of policy, but also in the collection of services user data for delivered activities • Undertake a pipeline analysis/mapping to fully understand breaks in the skills system, and therefore understand better what can be done to address these • Developing a programme to encourage employers, however small, to make a commitment to support skills development • Implementing specific success measures / targets for projects and programmes including
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<p>materials and manufacturing, health innovation, digital and creative, and clean growth</p>	<p>ensuring access and take up from across different communities and places</p> <ul style="list-style-type: none"> • There may be opportunities to broaden programmes and delivery to make them more systemic 	<p>those linked to equalities and environmental measures</p> <ul style="list-style-type: none"> • Broaden the use of impact assessment tools • Work with Government to further decentralise powers and resources which can unlock GM's potential to deliver the GMS and national ambitions
<p>To maximise the impact of our actions and ultimately achievement of our GM ambitions through a system wide coordinated approach to activity, underpinned</p>	<ul style="list-style-type: none"> • It has not been possible to form a view as to whether the collective actions being taken will deliver the GMS as a whole. Good intelligence and lines of sight are in place by individual thematic lens or individual project /programme, but it has proven difficult to use this information to form an aggregate view of volume and scale of delivery to meet the GMS ambitions • Where good cross-thematic coordination / dialogue in strategy and delivery are in place this has resulted in shared objectives, collaboration on resources and an in-built understanding across thematic areas of shared outcomes and 	<ul style="list-style-type: none"> • Progressive procurement practices have the potential to unlock untapped potential and benefit for GM. The GM Social Value Framework provides the mechanism by which this can be achieved. Further review of current procurement practices and consistent use of the Social Value Framework going forward can support delivery of the GMS ambitions. • GM should consider the future role and levels of involvement in driving the GMS through the established delivery groups including their role in: leading/facilitating a more holistic view and delivery of collective actions in support of

<p>by our 'Ways of Working'</p>	<p>appreciation of the necessary interdependencies of other parts of the system to achieve identified outcomes</p> <ul style="list-style-type: none"> • Increased awareness, and more consistent use of the VCSE Accord will support the delivery of the GMS, particularly as a key enabler of the ways of working • Where good communication channels are in place, this is enabling effective policy design, delivery and partnership working, with opportunity to replicate this more widely across the GM system • There appears to be scope for the development of more opportunities for the GM system to share and embed learning and good practice, and to collectively develop a greater 'collective memory' of interventions, pilots and programmes that have proven successful from which to build • There is greater scope for more joined up funding sources, delivering on locally determined priorities and coordinated at the city-region level to increase 	<p>delivery of the GMS commitments; communicating and driving sharing and learning/good practice across groups/thematic areas</p> <ul style="list-style-type: none"> • Build the capacity to review the current activity on the prevention agenda and work together to determine ways in which this can be reenergised, balanced against the urgent need priorities • Work with Government to further decentralise powers and resources which can unlock GM's potential to deliver the GMS and national ambitions
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	<p>impact and efficiency. Embedding the GM social value framework is supporting better outcomes through commissioning and procurement</p> <ul style="list-style-type: none"> • A proactive prevention agenda and place-based integrated working have the potential to support the GM system to better respond to community need • Challenges and opportunities posed as the current health and care system transitions to the Integrated Care System (ICS) have been identified 	
<p>Delivering on the GMS, supporting greener, fairer, more prosperous national growth, will require commitment from the Government to work in partnership through... Further and faster devolution of powers and resources to GM which can unlock our potential to deliver on the ambitions we and Government have set, for example in areas such as:</p> <ul style="list-style-type: none"> • Devolved arrangements and local flexibilities around post-19 skills and skills and technical / vocational post-16 • Greater local influence over employment support, design and delivery • Development of the Bee Network and public transport improvements, in support of developing a London style integrated transport network • Work with Government to develop ways to improve standards and quality of GM's private rental sector 		

- Joint working with Government to develop new national standards for home building which are in support of local and national carbon neutrality goals
- New and further developed partnering arrangements with Government, and departments, to deliver on our ambitious housing and regeneration plans
- Work with Government to secure additional resources (including funding) to deliver shared priorities at pace and scale, including responding to local capacity constraints and responsive to current and future demand
- Further devolved arrangements for GM proportions of fundings nationally allocated, e.g. Eco Funding
- Work towards a devolved single funding allocation for GM, enabling greater coordination, systemic alignment and delivery of more efficient and effective outcomes
- Further our work with Government to improve collection of and access to data, in particular those datasets which can be analysed by communities of identity or small geographic areas

4. Activity underway delivering the GMS (selected)

4.1 Some of the GM activity currently supporting our ambition for a more prosperous GM includes the following.

4.2 **Places for Everyone:** delivery of the Places for Everyone Plan, taking advantage of the opportunities for delivering high levels of economic growth, whilst addressing the challenges for securing genuinely inclusive growth and prosperity. Six 'Growth Locations provide a platform to lever the unique opportunities and assets within those locations to respond to needs and challenges and bring forward transformational development at scale.

4.3 **Innovation GM:** led by business, scientific, academic and local government leaders, Innovation GM is driving a model for creating networks of innovation zones across towns and cities and leveraging science assets and strengths to support innovation-led business growth. It demonstrates how deeper local-national partnerships, underpinned by shared outcomes and ring-fenced funds, can deliver more and better. The Levelling Up White Paper announced three 'Innovation Accelerators' in Greater Manchester, West Midlands and Greater Glasgow and £100m to support the initiative. GMCA is working with Government officials to co-design the Accelerator, part of which is developing a GM Innovation Plan and Business Case to draw down the available funding.

4.4 **Frontier Sectors:**

- **Advanced Materials & Manufacturing:** key strands of activity include the Greater Manchester Advanced Materials and Manufacturing Alliance; developing a full business case for investment for a 'sustainable materials translational research centre' to be located in the Atom Valley growth location. This centre would complement the Advanced Machinery and Productivity Institute. Delivery continues on the Made Smarter programme which is helping manufacturers adopt digital technologies enabling them to become more productive and profitable.
- **Health Innovation:** the Innovation Partnership on Healthy Ageing is supporting the case for an International Centre on Healthy Ageing and building links to Innovation Greater Manchester and the new integrated care

structure for the city-region. Other activity includes NHS at Home - a two-year programme building from Covid experiences to create a blueprint for “virtual wards” including standard operating models, effective inclusive digital solutions and the Digital Care Record.

- **Digital and Culture:** a Digital Cluster Development Plan is being developed to build growth from GM's key digital specialisms and assets, focussing on Cyber, E-Commerce and Media and Content. An eContent proposition is also being developed which sets out the sub-sector assets of GM. In addition, there is collaborative development of a GM Cyber Strategy to uplift the sector and shape future working. The North West Cyber Resilience Centre - a not-for-profit venture between North West Police forces and Manchester Digital - is working to equip businesses to protect themselves from online attacks. The Culture Recovery Plan – instigated post C19 - is continuing to draw on all available resources to support the sector, including taking advantage of significant digital advances to widen access to culture.
- **Clean Growth:** ten Local Area Energy Plans and 1 GM Masterplan have been completed, and include activity associated with the 6 Growth Locations. An Energy Innovation Agency has been created with GM's Universities, public and private sector partners. The Agency will accelerate commercialisation of technologies that reduce carbon emissions. Work is ongoing to fully establish the Agency and support a pipeline of innovations.

4.5 Provision for Business:

- The Growth Company **Business Growth Hub** continues to support businesses at all stages of their growth journey with a broad range of services.
- The **Business, Productivity, Innovation and Inclusive Growth Programme** is delivered in support of creating a thriving and productive economy in all parts of GM. The programme focuses on building resilience and delivering sustainable and inclusive growth across the GM business base, enabling local businesses to survive and thrive. The programme has been extended to June 2023.

- **GM Leadership & Management programmes** are providing a range of tools, resources and training to develop leadership and management skills and capacity across GM businesses. The Leadership Hive will bring together the best leadership and management training into one place. Open SME is now live, the realisation of a £2m investment to support SME leaders to access world-class business leadership training, working collaboratively across GMCA, the Growth Hub and GM universities to develop an online modular learning platform for SME leaders.
- MIDAS' performance in driving **international trade and attracting inward investment** to GM remains strong in terms of projects concluding, with 51 project wins to date, creating 4,849 jobs and safeguarding 922. Project wins are 31% higher than this time last year and jobs created is over double the year-to-date pre-C19 average of 2,350. Marketing of GM's assets, frontier sectors and ecosystem overseas is another key element of this work.
- **Journey to Net Zero:** a fully funded online programme for SMEs that want to get on the path to net zero emissions but aren't sure where to start. Business are supported to build a strategic plan to cut their carbon footprint, reduce costs, minimise risk and capitalise on opportunities.
- **Bee Net Zero:** launched in October with targets of 12.5k/10% of GM businesses pledged to the Net Zero approach per annum and/or 287.5k/10% KtCO₂ of carbon footprint of GM businesses pledged to the Net Zero approach per annum.
- **Self-employed support** (including Enterprising You): Enterprising You is a government-funded programme specially designed to support self-employed individuals, including those who work in the gig economy and small business owners.
- **Digital Business Support:** including: The Digital Innovation Programme; Made Smarter; Digital and Technology Theme Support; ESF Skills Support for the Workforce; Digital Springboard, Tech Adoption Service, Global Scale Up, Greater Connected, Exceed and Creative Accelerator Programmes; Creative Leaders Festival and through the efforts of Digital Account Managers in each LA area.

- 4.6 Foundational Economy Programme:** Work is ongoing to understand better what works, demonstrate leadership, and build networks and collaborations that increase capacity for positive change for workers and businesses in the foundational economy. This includes a fund to stimulate experimental projects in "Challenge Areas" that will help businesses become more resilient. Complementary skills activity has also been commissioned related to the Foundational Economy, including new social care progression programmes.
- 4.7 Social Enterprise/Cooperative Activity:** a co-design process is underway to develop a GM Community Wealth Hub to support and grow co-operatives, mutuals, social and community enterprises, staffed by people from the co-operative and community sector who understand the market'. This addresses one of the strands of community wealth building: plural ownership of the economy. The Social Enterprise Action Plan also continues to be delivered, coordinated through the Social Enterprise Advisory Group.
- 4.8 Real Living Wage campaign:** In November 2021 GM became the first Living Wage City-Region officially recognised by the Living Wage Foundation. Through close partnership with the Foundation, GM has put in place a dedicated taskforce working across different sectors of the economy to engage with employers and encourage them to support our ambitions. Building on the RLW campaign, it was announced in March that by the end of the year, more than half of Greater Manchester's 10 boroughs will be paying the real Living Wage to directly and indirectly employed adult social care staff, soon to be £9.90 per hour. The remaining boroughs are on track to deliver the RLW for their adult social care staff soon after.
- 4.9 Greater Manchester Good Employment Charter:** a voluntary membership and assessment scheme created to improve employment standards across all GM employers, regardless of size, sector or geography. Organisations – including public sector bodies, private sector businesses, service providers, the third sector, and voluntary and community organisations – can sign up to the Charter. Over 850 employers are engaged with the Charter Unit as of the start of April.

4.10 Progressive Procurement: it was announced in March that GMCA and local authorities will move by 2023 to only procuring from companies that pay the real Living Wage, support good employment and have developed plans to become carbon neutral. In addition, a commitment was also made to improve supplier diversity by reserving some contracts for GM SMEs or VCSE organisations. Furthermore, GM NHS has been included in discussions with GMCA around “Driving Social Value in Greater Manchester Public Procurement” with a joint action plan being developed. The Growth Company has published a Progressive Procurement Policy and is tracking Equality, Diversity and Inclusion measures for their supply chain.

4.11 Working with Employer representative bodies to develop GM Local Skills Improvement Plan (LSIP): the Levelling Up white paper referenced development and funding for LSIPs, with leadership expected from Employer Representative Bodies. LSIPs aim to: put employers at the centre of the skills system; build a stronger and more dynamic partnership between employers and further education providers; and allow provision to be more responsive to the skills needs of employers in local labour markets. LSIPs will set out: the current and future skills needs; and how local provision needs to change to help people develop the skills they need to get good jobs and increase their prospects. GM Chamber of Commerce is currently exploring local LSIP options.

4.12 Employment & Skills Delivery Programmes: there are a range of programmes being delivered which provide employment and skills support, with targeted support available across places and population groups. Locally commissioned and delivered activity has been developed responsive to employer and economic need, and with targeted interventions for particular cohorts e.g. the GM Age Friendly employer toolkit, Future Workforce Fund programme, ESF NEET and Youth Employment programmes, Working Well programmes, Apprenticeship Levy matchmaking service, AEB, GMACs, Bridge GM.

4.13 Sector specific skills training activity targeted at sectors with skills shortages and with forecast growth in demand includes the Fast Track Digital Workforce Fund - a joint venture between Department for Digital, Culture, Media and Sport,

Greater Manchester Combined Authority and Lancashire Digital Skills Partnership - to address digital skills gaps and support Greater Manchester and Lancashire residents with accessible routes into digital employment. The Future Workforce Fund has now supported almost 5,000 young people with 27% supported into a positive destination. Other digital programmes include: GM Digital Curriculum, GM Digital Talent Pipeline, Digital Bootcamps. Significant investment is being put into the retrofit skills programme to meet the demand to be able to retrofit GM homes and buildings to improve efficiency of buildings and make more homes warm, safe and affordable for GM residents, this is alongside other wider investment in skills training to support the wider construction industry. The Local Growth Fund has funded 14 FE Capital projects, 10 of which have now completed and 4 of which are in delivery and making significant progress towards completion.

4.15 Connected transport activities: the Bee Network is a fundamental strand of transport as a crucial enabler of access to places, jobs, services and centres, providing interconnected, reliable, affordable public transport and active travel solutions for people across GM. Transport activity is also being developed to support particular cohorts, including the Our Pass scheme, Care Leavers Pass and work underway for possible apprentice and job seekers ticketing offer.

4.16 HS2 / Northern Powerhouse Rail: HS2 and the Northern Powerhouse Rail (NPR) Programme remain crucial to the future prosperity of GM and the North, acting as a catalyst for regeneration, jobs, homes and economic growth. GM remains supportive of both HS2 and NPR, whilst maintaining a clear position that they must be delivered in ways that fully complement the placemaking, local employment and sustainable growth objectives of the city region.

4.17 World Class Digital Infrastructure: the Local Full Fibre Network Programme is providing up to 2,700Km of new fibre optic broadband infrastructure and will connect more than 1,500 public sites across GM. Delivered in partnership with Virgin Media Business (now VMO2), the £23.8M programme, plus existing investments in digital infrastructure, make this the UK's largest LFFN programme and will underpin digital transformation and smart city projects. In its first year of delivery the programme has already delivered £11.8M of economic benefit to

GM. The programme also has social value built into the contracting arrangements and has exceeded local employment targets, established the Greater Manchester Technology Fund, which has supported over 1,300 digitally excluded young people during the pandemic, and VMO2 staff have used annual volunteer days to support people across GM. This programme has also led to wider investment by VMO2 in the extension of its network which is helping to reduce the numbers of properties below 30Mbps.

4.18 GM Advanced Wireless and 5G Strategy: The Strategy will provide a framework for public and private investment in digital infrastructure. The activity is seeking to provide a public wireless platform to address connectivity cold spots in GM and contribute towards access to connectivity for citizens and visitors. Other programmes include: GM One Network, Digital Infrastructure Advisory Group, GM Data Mesh.

5. Questions for discussion

5.1 As part of the LEP's evolving remit to shape GM's approach to issues of importance to the business sector and the city region's economic future, it would be useful to understand their thinking on the following key questions

Greener

5.2 Where can further activity (and associated funding) be pivoted to focus on GM's environmental ambitions, what activity might run counter to these ambitions, and where do we have gaps in funding or resources?

5.3 Are there additional sector-specific targeted activities we can further progress and develop?

Fairer

5.4 Can we drive urgent action to address inequality, particularly in the context of the cost of living / cost of doing business crisis?

More Prosperous

- 5.5 Do we need to undertake a review of current delivery activity to support the embedding of social and environmental goals within policy and delivery? If so, which activity should be in scope?
- 5.6 How can we take forwards the recommendation to better communicate and tailor advice to different business sectors?
- 5.7 How can the LEP's role in supporting an integrated employment and skills ecosystem that is demand led by employers help to deliver the review recommendations?'

Ways of Working

- 5.8 The review recommended GM should consider the future role and levels of involvement in driving the GMS through established delivery groups (which includes the GM LEP).
- 5.9 The proposed model setting out the LEP's role in delivering GMS priorities is outlined in the Future of the LEP paper which will be discussed at this meeting.