

# Draft Greater Manchester Business Board (LEP) Delivery Plan April 2023 to March 2024

## 1. INTRODUCTION

- 1.1. The Greater Manchester Business Board (LEP) sits at the heart of the city region's governance arrangements, ensuring that business leaders, working in partnership with the GMCA, 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 'Good Lives For All' along with the GM Economic Vision developed by the Board 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 Business Board (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 a high level summary of the activities that will help GM Business Board (LEP) realise this vision over the period April 2023 to March 2024.
- 1.6. However, following the conclusion of the LEP Review, it was announced in the Levelling Up White Paper that LEPs will now be integrated into local democratic institutions along with the process by which this will be achieved.
- 1.7. Greater Manchester has submitted an Integration Plan to Government setting out how GM LEP will evolve into a GM Business Board fully integrated with GMCA which is reflected in the key principles and activities highlighted below.
- 1.8. 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 Delivery Plan
  - Greater Manchester Local Industrial Strategy and Implementation Plan
  - GM Economic Vision – Building a Greater Manchester, Making a Greater Britain
  - Greater Manchester Local Growth Assurance Framework
- 1.9. 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 priorities the GM Business Board (LEP) will lead on to drive the strategic development of Greater Manchester
  - **Performance:** outlines how the Board will maintain delivery of the GM Economic Vision whilst the process of LEP integration is finalised
  - **Governance:** outlines how the GM Business Board (LEP) will operate and develop as a strategic Board in 2023

## 2. STRATEGY

### *Greater Manchester Strategy*

- 2.1 Greater Manchester has a unique partnership model of the GM Business Board (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 (GMS).
- 2.2 The Business Board supported the development and launch of the current GMS 'Good Lives for All' which was significantly updated in 2021 following the Covid pandemic.
- 2.3 The refreshed GMS sets out a vision for Greater Manchester to be a place where everyone can live a good life, growing up, getting on and growing old in a greener, fairer more prosperous city region.
- 2.4 It includes a route, over the next decade, to deliver this vision for the benefit of our people, our places and our planet. We will look through the triple lens of a greener, fairer and more prosperous Greater Manchester, making sure activity supports all three themes.
- 2.5 At the heart of our strategy, we have three shared outcomes. These will be seen and felt by everyone in our city region as we deliver against our strategy.
  - **The Wellbeing of our People** with better homes, jobs, transport, and health, living in vibrant communities.
  - **Vibrant and Successful Enterprise** which succeed and look after their people, places and planet.
  - **Greater Manchester as a leading city-region in the UK and globally** in sectors including low carbon and digital.
- 2.6 These will be delivered through a range of shared commitments with our partners and will reflect the values of inclusion, innovation and being forward thinking.

### *Greater Manchester Local Industrial Strategy*

- 2.7 Greater Manchester's ambitious Local Industrial Strategy (LIS) is designed to deliver an economy fit for the future, with prosperous communities across the city-region and radically increased productivity and earning power.
- 2.8 This LIS represents a strong partnership between local leaders and Government, setting out an ambitious plan to capitalise on the city-region's unique assets and opportunities to build on GM's strengths and opportunities and realise the vision of a fairer, greener, more prosperous Greater Manchester.
- 2.9 It provides a framework and set of actions for how these priorities will be achieved with a focus on innovation in health care and advanced materials, digital and creative industries, Net Zero and strengthening the foundations of productivity to ensure that growth benefits all people and places.
- 2.10 This informs the work of the Business Board (LEP) and partners in achieving our shared ambitions in these key thematic areas. However, given the significant recent changes in the economic and policy context, work will take place in 2023/24 to consider what this means for the LIS and the next phase of implementation with a view to producing a refreshed Strategy this year.

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

- 2.11 GM Business Board (LEP) developed the GM Economic Vision that represents a bold vision led by business and the Board, which has been endorsed and adopted by the GMCA, to set out the sort of Greater Manchester we want to help create.
- 2.12 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.
- 2.13 Together with the LIS and GMS, the Board has applied the principles of the GM Economic Vision to develop a new approach to the implementation of key priorities with each meeting focusing on both short and long-term economic challenges; driving key deliverables; and supporting the wider inclusive economic development work ongoing across the City Region.
- 2.14 This approach will underpin the Board’s key activities over 2023/24 by providing a clear strategic framework for the delivery of significant GM programmes and initiatives such as Innovation Greater Manchester; Bee Net Zero; Real Living Wage; Economic Resilience; Marketing & International; Business Support; Investment Finance; Addressing Inequalities; and Skills – see below for further details.

### 3. PERFORMANCE

#### *LEP Integration and Delivering Our Priorities*

- 3.1 As noted above, Government recently shared an update on the conclusion of the LEP Review setting out that LEPs will now be integrated into local democratic institutions.
- 3.2 In line with these requirements, the GM Business Board (LEP) has agreed a proposed model to fully integrate the Board into GMCA with a remit to ensure it can be as ambitious as possible, maintaining a strong business voice at the heart of city region and maximising economic growth across Greater Manchester.
- 3.3 GM Business Board (LEP) has been submitted Integration Plan to Government setting out this approach in more detail including the key activities that will realise the priorities of the GMS and GM Economic Vision which will continue to provide the framework for the Board's delivery.
- 3.4 This transition will reflect the following key principles:
- Greater Manchester recognises that an ambitious city region needs an ambitious partnership with business to act as a platform for business collaboration.
  - This public-private partnership will be central to driving a successful economy across Greater Manchester, addressing the challenges and opportunities presented by the dynamic political and economic context to deliver for all parts of the city region.
  - The partnership will work on behalf of all the people of Greater Manchester and recognises that different people bring different ideas, knowledge and perspectives. It will reflect the breadth of industrial sectors and business size on the Board as well as represent the diversity of Greater Manchester's people.
  - The partnership will need to be proactive, demonstrating ambition, clear leadership and stability, maintaining its autonomy and building confidence and credibility in its activity; it will be a respected voice and influence at local, regional, and national level developing productive relationships with political and strategic decision-makers.
  - It will use the insight, experience and expertise of the private sector to add value to key GM agendas, setting a clear direction of travel and build productive relationships with partners.
  - In order to deliver on this ambition, the evolved Board will agree annually with the GMCA a set of priority activities/actions from the GMS to lead on including both short term issues (e.g. the cost of living crisis and maintaining business confidence) and longer term responsibilities (e.g. driving innovation, stimulating new economic opportunity in priority sectors, private sector investment in skills, good employment to support growth, attracting private investment capital into the city region).
  - The Board will have a mandate to oversee implementation of these priority activities/actions and work with GMCA colleagues and others to ensure their delivery, holding colleagues to account as appropriate.
  - It will have a remit to support the promotion of Greater Manchester's vision of a greener, fairer, more prosperous city-region to the world and, within GM, raising any issues that are holding back its successful delivery.

- 3.5 Building on these principles, the GM Business Board (LEP) will be to oversee key GMS priorities within a framework to be agreed annually with GMCA that will focus on those areas where the LEP can bring most added value while allowing for agility to respond to emerging issues.
- 3.6 Implementation of these priorities will be carried out through GM Business Board (LEP) members driving delivery via a number of 'affiliated' groups and reporting back at the main Board.
- 3.7 Each of these affiliated groups will bring together officers and partners in areas where GMCA is already allocating considerable resource and will include a Business Board member with a strong/leading role to drive the deliverables agreed with GMCA.
- 3.8 An initial framework of GMS priorities and actions that the GM Business Board (LEP) will drive in 2023/24 is set out below including the existing affiliated groups through which they will be delivered and the leading LEP Board member.

<b>Priority</b>	<b>LEP Lead Member and Affiliated Group</b>	<b>Deliverable</b>
Innovation	Chris Oglesby  Chair of Innovation Greater Manchester	Helping create an innovation ecosystem across the city region which will drive our frontier sectors; support productivity in all parts of the economy via innovation adoption; and generate solutions to societal issues such as achieving net zero
Net Zero	Steve Connor  Chair of Bee Net Zero	Ensuring all our businesses are on a journey to Net Zero by making Greater Manchester the easiest place in the UK to become a net zero business
Real Living Wage	Lou Cordwell  Chair of the Living Wage City Region Action Group	Supporting businesses in becoming the first city region to pay all employees a real living wage
Economic Resilience	Clive Memmott  Economic Resilience Group	Ensuring issues affecting the resilience of GM's businesses and economic networks are fully understood and emerging responses are developed and debated
Marketing and International	Mike Blackburn  Chair GM International Marketing Advisory Board	Promoting Greater Manchester to our identified global, national and local audiences as a place to visit, invest and do business to boost Greater Manchester's ambitions.
Business Support	Vanda Murray  Chair of Business Support & Finance Advisory Board	Understand and respond to the needs of entrepreneurs and businesses to start, and grow; addressing productivity, inclusivity, and environment sustainability, via the Growth Hub and working in partnerships with public and private sector.
Investment Finance	Miles Rothbury	Ensuring that finance needs of businesses and market finance gaps are understood. Improve the

	Business Finance Advisory Group	signposting of available finance in GM (public and private) to support business start-up and growth as well as attracting new finance solutions to GM.
Addressing Inequalities	Vimla Appadoo GM Good Employment Charter	Working with business to address inequalities and improve wellbeing by raising employment standards across Greater Manchester for all organisations of any size, sector or geography
Skills	Justin Kelly GM Employment and Skills Advisory Panel	Ensuring an integrated employment and skills ecosystem that is demand led by employers building Greater Manchester's economic growth through the skills and talent development of its people.

### *Capacity Funding*

3.9 Government confirmed that LEPs would receive capacity funding of £250k for 2023/24 as they transition into the new integrated model. GM Business Board (LEP) has therefore agreed the allocation of this capacity funding as follows to maintain delivery of its priorities whilst the process of LEP integration is finalised.

### 3.10 **Delivery of GM Business Board (LEP) Priorities and Strengthened Capacity - £135k**

Working with the GMCA and its partners, the GM Business Board (LEP) will drive economic growth that puts people first, embraces the benefits of diversity, rebalances inequalities, creates lasting resilience, supports the move to net zero carbon and rethinks productivity.

- *Strengthened Strategy, Policy and Research Capacity - £75k*

This additional capacity funding will be used alongside existing GMCA funding to support research, policy and strategy development activity, to ensure that Greater Manchester remains at the forefront of current strategic thinking as well as enhancing the significant programme of activity delivering the GM Business Board (LEP) priorities. This includes:

- *Delivery of Medium-Term Deliverables and Foresighting - £55K*

To support delivery of the initial GMS priorities agreed with GMCA beyond the existing capacity noted above. This also includes exploring the Foresight topics reflecting those longer-term economic challenges and opportunities that will shape the city region and how it could respond.

- *Contribution to Net Zero Northwest – £5k*

To support the promotion of the region's low carbon activities and businesses that builds on the success of COP26 in Glasgow.

### 3.11 **Promoting Greater Manchester's Economic Vision and Assets - £75k**

Marketing Manchester and GMCA Communications have been collaborating on strategic and tactical communications activity to raise the profile of the GM Economic Vision, GM Local Industrial Strategy 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

£75k has been allocated to continue this approach with £50k for Marketing Manchester to deliver content creation and £25k for GMCA for the provision of the press and news function.

### 3.12 **GM Business Board (LEP) Oversight and Governance**

In addition to this strategic work, it is proposed the following funds are allocated to support the LEP's role in oversight and governance. This includes:

- *LEP Membership Review – £30k*

Following the comprehensive Board review carried out to recruit new Board members to the Board in April 2021, it is now timely to refresh the Board membership to ensure it has the right mix of skills and experience to deliver its vision and continues to reflect the breadth of Greater Manchester's industrial sectors and the diversity of its people.

- *Contribution to the LEP Network - £3.5k*
- *Supporting the transition to a GM Business Board fully integrated into GMCA - £3.5k*
- *LEP contingency for ad hoc activity including expenses - £3k*

#### *Local Growth Fund*

3.13 The GM Business Board (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 continue recovery, the Board will build on these foundations for economic growth in delivering against the strategies within the GMS.

3.14 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.

3.15 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, the latest figures at date of publication set out that 7118 jobs have been created (including 4118 indirect and 3000 direct jobs) and £580m has been secured in match funding.

#### *Get Building Fund*

3.16 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.

3.17 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 (£4.2m)

3.18 The schemes are predicted to create over 11,000 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.

3.19 The Board will continue to receive updates on any further outcomes secured by LGF/GBF funding programmes during 2023/24

### *Economic Monitoring Dashboard*

- 3.20 Each Board meeting will continue to be informed by an Economic Dashboard which provides up to date intelligence on the GM economy and emergent issues. This includes headline metrics with 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.
- 3.21 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*

- 3.22 GM Business Board (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.
- 3.23 In 2023/24, the Board will maintain 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 ensuring that relevant District issues are brought to, and championed by, the Board.
- 3.24 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 GMS 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



## 4. GOVERNANCE

### *GM Business Board (LEP) Board Leadership*

- 4.1 Greater Manchester has developed a unique approach that already has GM Business Board (LEP) strongly integrated into the heart of our decision-making processes, putting the private sector at the centre of policy and strategy development.
- 4.2 The Board is an effective public-private partnership that places the views of business at the highest level of regional policy and uses the insight, experience and expertise of the private sector to drive key Greater Manchester agendas and deliver for all parts of the city region.
- 4.3 This model reflects the GM Business Board (LEP)'s commitment to be a modern, collaborative and ambitious voice of Greater Manchester business.
- 4.4 Lou Cordwell is Chair of GM Business Board (LEP) and 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 GM Business Board (LEP) strategy and delivery.
- 4.5 To support the role of the Board and the relevance of the business voice in shaping the consideration of Greater Manchester's work, it has been agreed that as the Board evolves into a fully integrated GM Business Board, the Chair should have the right to attend and speak at GMCA meetings in a non-voting capacity.
- 4.6 Cllr Bev Craig, Leader of Manchester City Council take the role of Deputy Chair and the Board has a nominated Diversity Champion to leads on lead on issues of diversity and inclusion – see below.
- 4.7 This approach is complimented by a regular refresh of the GM Business Board (LEP) membership ensuring that the range and level of representation remains appropriate.
- 4.8 Following the comprehensive Board review carried out to recruit new members to the Board in 2021, the Board will refresh its membership in early 2023/24 to ensure it has the right mix of skills and experience to deliver its vision and continues to reflect the breadth of Greater Manchester's industrial sectors and the diversity of its people.

### *A High Performing Team*

- 4.9 The GM Business Board (LEP) 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 is supported by a robust set of values that underpin the delivery of our strategic priorities.
- 4.11 The Board already works in line with the Nolan principles of public life and each member has agreed to abide by the GM Business Board (LEP) Code of Conduct which reflects these principles. Beyond this baseline, the Board has adopted the following values in how it operates.
- 4.12 GM Business Board (LEP) 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

#### *GM Business Board (LEP) Meetings*

4.13 The GM Business Board (LEP) meets every two months with an agenda that will focus on the following four key elements:

- **Short Term Economic Challenges**  
Each meeting will commence with a discussion of the current economic landscape informed by key economic intelligence and an analysis of the business environment
- **Key Deliverables**  
GM Business Board (LEP) members will feedback on each of their key deliverables and/or the work of their affiliated groups as highlighted above but with a deeper dive into one topic at each meeting.
- **Long Term Economic Challenges**  
In addition to the key deliverables above linked to the GMS it will be important for the Board to consider the longer term economic changes and challenges that will shape the city region and that the city region will need to prepare for. A small programme of topics to be explored will be agreed with GMCA at the start of the year.
- **For Information/Views**  
Presentation to the Board on any issues where their view is sought, as a sounding board for the wider inclusive economic development work ongoing across the City Region.

4.14 This approach reflects the importance of the LEP's independent role in realising the ambitions of the GMS alongside GMCA with their distinct and complementary roles helping to add value to GM as a whole.

#### *Diversity and Inclusion*

4.21 GM Business Board (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 2023/24, 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.

#### *Local and National Engagement*

4.23 GM Business Board (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 2023/24, the Board will maintain this engagement at local level to strengthen its connection and visibility across all districts and help to drive inclusive economic growth across the city region.

- 4.25 GM Business Board (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. The Board will continue to work with NP11 to strengthen delivery of our shared goals.
- 4.26 GM Business Board (LEP) is an active member of the national LEP Network and is committed to further partnership working across the Network in future.