

Draft Greater Manchester Business Board (LEP) Annual Delivery Report 2022/2023

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 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 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. A GM Business Board (LEP) Annual Delivery Plan was published in 2022 setting out the key activities that would help GM LEP realise this vision over the period April 2022 to March 2023.
- 1.6. This report highlights our progress in achieving in these priorities and, in line with the approach adopted by the Board, is set out to reflect the key themes of Strategy, Performance and Governance

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 GM Business Board (LEP) supported the development and launch of the current GMS 'Good Lives for All' which was significantly updated 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.
 - **People's wellbeing** – with better homes, jobs, transport, and health, living in vibrant communities.
 - **Thriving organisations** – which succeed and look after their people, places and planet.
 - **Leading the UK and the world** – 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 informed 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 began in 2022/23 to consider what this means for the LIS and the next phase of implementation with a view to producing a refreshed Strategy.

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 The GM Economic Vision underpinned the Board’s key activities over 2022/23 by providing a clear strategic framework for securing a low carbon, green and resilient future and the innovative and prosperous businesses that will drive recovery.
- 2.14 Together with the LIS and GMS, the Economic GM Vision therefore shaped the approach to key Business Board priorities initiatives and delivery programmes such as Innovation Greater Manchester and Innovation Accelerator, Bee Net Zero, the GM digital Blueprint, business support and driving diversity in the workforce – see below for further details.

3. PERFORMANCE

LEP Integration

- 3.2 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.
- 3.3 Greater Manchester submitted an Integration Plan to Government setting out how GM LEP will evolve into a GM Business Board fully integrated with 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.
- 3.4 This will reflect the priorities of the GM Economic Vision which will continue to provide the framework for GM Business Board (LEP) delivery. Working with the GMCA and its partners, the Board 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.
- 3.5 For further details, see the Annual Delivery Plan 2023/24.

Delivering the GM Economic Vision

- 3.1. GM Business Board (LEP) drove three main agendas in 2022/23 at the heart of Building a Greater Manchester, Making a Greater Britain as we emerge from the Covid Pandemic. Those agendas were:
- 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
- 3.6 Board members contributed to the delivery of these actions through membership of workstreams with Board leads identified to champion and drive their delivery.
- 3.7 Progress in delivering the Vision was regularly reported to the Board including performance monitoring updates and regular 'deep dives' on major themes. Key highlights across the year include:

Making Greater Manchester the UK's Leading Green City Region

- Contributing to the **Trailblazer Devolution Deal** securing much greater influence over crucial policy areas and further embedding the role of local decision-making through greater control over post-16 technical education; new responsibilities over transport, housing and regeneration; £150 million brownfield funding devolved; and a single funding settlement giving Greater Manchester much greater flexibility.
- Driving the development of **Innovation Greater Manchester**, including establishing an Innovation Accelerator, to deliver an innovation ecosystem across the city-region that will help level up our communities, generate the solutions we need to achieve net zero, and create the conditions for more businesses in more places to benefit from global exporting and inward investment.
- Leading the **Bee Net Zero programme** to make Greater Manchester the easiest city in the world to become a Net Zero business by providing a gateway to a comprehensive

programme of business support and helping to realise Greater Manchester's target to be Net Zero by 2038.

- Supporting GreaterSport in developing the **GM Moving in Action Strategy** designing physical activity into everyday life for everyone across the city region and helping achieve active lives for all.
- Setting Greater Manchester's next chapter towards being a world-leading digital city region through the refresh of the **Digital Blueprint** improving people's lives and empowering them by the opportunities a digitally fuelled city-region brings and better using technology and data to make a greener, fairer, more prosperous city region.

Supporting all People in the City Region to Achieve Their Full Potential

- Enabling business to meet the challenges of a dynamic economy remains a central priority of the LEP and so it continued to drive and shape a number of key **business support initiatives** including the Business Growth Hub; Skills for Growth SME Support; EnterprisingYou; Journey to Net Zero; Create Growth programme; and access to finance.
- Supporting the development of enhanced signposting of **GM investment offer** to entrepreneurs and investors
- Developing a programme of support for the city-region's **Foundational Economy** that includes many of GM's key workers and essential services and has been particularly affected by the pandemic
- Supporting the hosting of the **Convention of the North** in Manchester bringing over 1000 business, political and civic leaders to discuss the opportunities and challenges facing the North. As well as key figures from the Government and Opposition, the Convention heard from Northern Mayors, Council Leaders, leading businesspeople and representatives of the VCSE sector as the North shaped its agenda for 2023.
- Putting employers' views at the heart of the skills system and supporting development of the **Local Skills Improvement Plan** led by the GM Chamber of Commerce setting out GM employers' skills needs and recommending specific actions needed to better align skills provision with the needs of the local labour market.

Tackling Inequalities to Make Greater Manchester the UK's Most Diverse and Inclusive City Region

- **Driving workforce diversity** through the Good Employment Charter with a focus on key themes including disability in the workplace; flexible and hybrid working; racism and allyship; leadership for Good Employment, and ageing in the workplace.
- Exploring how the private sector in Greater Manchester could use its experience and expertise to support **Civic Leadership Programme** in its mission to tackle the under representation of racially minoritised people in many areas of civic and public life.
- Contributing to the development of the **GM Race Equality Strategy** which aims to challenge policy and decision-makers to prioritise tackling racial inequalities; add value to current and new race equality strategies and activities; and complement the GMS by setting clear objectives in relation to ethnicity and enabling progress to be monitored.
- Working to become the first city-region to pay all employees a **Real Living Wage** with a target of 88% of GM jobs paying at least the real living wage by 2024. This included supporting Real Living Wage Week in November 2022 to raise awareness of the Real Living Wage and celebrate the achievements of accredited employers.
- Shaping the principles and supporting actions required to implement Greater Manchester's approach to leveraging greater **Social Value** from public sector spending.

District Engagement

- 3.8 The LEP is aware that it cannot achieve the GM Economic Vision alone and will continue to work with partners in driving the economic recovery across Greater Manchester and ensure it delivers for all parts of the city region.
- 3.9 In 2022/23, GM Business Board (LEP) allocated a private sector lead to each of the 10 Local Authority districts and committed to holding Board meetings at local business venues in each district. Representatives were able to engage with districts through a range of channels supported by the relevant Local Authority/GMCA place teams ensuring that relevant District issues were brought to, and championed by, the Board.
- 3.10 This approach complements the Board'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 GM Business Board (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

Communication and Engagement

- 3.11 In 2022, the GM Business Board (LEP) agreed a Strategic Communications Action Plan to be delivered by Marketing Manchester and GMCA. The Action Plan outlined a rolling programme of activity for communications and content provision in support of the Board's priorities until March 2023
- 3.12 The approach was designed to be reactive and responsive to changes and challenges at a local and national level, whilst reflecting the Board's key priorities. Activity was delivered through collaborative working with Marketing Manchester leading on content curation, events, design and digital elements and GMCA communication colleagues leading on media relations and public affairs.
- 3.13 This approach was 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.
- 3.14 GM Business Board (LEP) members supported 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.
- 3.15 Key highlights of this approach include:
- Supporting the launch of key initiatives designed to boost the GM economy including the Greater Manchester Leadership Hive, the Energy Innovation Agency, the refreshed Digital Blueprint and the Foundational Economy Innovation Fund.
 - Championing Innovation Greater Manchester including developing a "Call for Ideas" allowing companies and organisations to submit ideas for inclusion in Greater Manchester's Local Innovation Plan as well as highlighting successful Innovation Accelerator projects.

- Promoting the Bee Net Zero offer of a gateway to a comprehensive programme of support to the private sector to ensure all as many businesses as possible are on the journey to Net Zero.
- Partnering with the Campaign for Science and Engineering (CaSE) to convene a roundtable in Manchester. The session invited senior leaders from business, academia and the public sector to share their experiences on engaging the public around science, technology and R&D, as part of CaSE's Discovery Decade project.
- Working with partners to deliver a successful Convention of the North attracting over 1000 delegates and key speakers.
- Celebrating the largest-ever increase to the Real Living Wage in September 2022 as well as Real Living Wage week in November.
- Highlighting the update of the Greater Manchester Independent Prosperity Review
- Developing productive relationships with political and strategic decision-makers including Ministers, MPs and senior Government officials.
- Maintaining a strong social and digital media presence to promote the work of the Board in realising the priorities of the GM Economic Vision.

Local Growth Fund

- 3.16 GM Business Board (LEP) achieved full spend of Greater Manchester's Local Growth Fund (LGF) allocation by March 2021 and is on course to fulfil a five-year commitment to delivering jobs and economic development.
- 3.17 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.
- 3.18 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

- 3.19 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.
- 3.20 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)
- 3.21 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.

3.22 GM Business Board (LEP) received regular updates and progress reports on the GBF schemes during 2022/23.

Capacity Funding

3.23 As noted above, Government announced that LEPs will now be integrated into local democratic institutions and confirmed that LEPs would receive capacity funding of £375k for 2022/23 as they transition into the new model.

3.24 GM Business Board (LEP) therefore agreed the allocation of this capacity funding as follows to maintain delivery of the GM Economic Vision whilst the process of LEP integration is finalised:

- **£250k to support 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.

This additional GM Business Board (LEP) capacity funding continued to be used alongside GMCA funding to deliver the comprehensive management of the Board, supporting the Chair and Board members in their roles, as well as enhancing the significant programme of support and activity that enabled the Board to drive forward its priorities.

- **£75k to promote Greater Manchester's Economic Vision** and assets. Marketing Manchester and GMCA Communications collaborated 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.

Guided by a Steering Group, Marketing Manchester and GMCA communications colleagues delivered a rolling programme of strategic and tactical communications support for GM Business Board (LEP), emphasising the role for Greater Manchester in enabling UK economic recovery and growth, the UK's levelling up agenda, innovation, and green growth.

- **£25k to support delivery of the GM Economic Growth Programme.** The remainder of the strategic funding was allocated to support the GM Economic Growth programme with a focus on driving forward activities within the refreshed GMS and GM Local Industrial Strategy and Implementation Plan to reflect our greater understanding of the economic impacts of the pandemic, the new policy context and the cost-of-living challenges.
- **£25k to enable LEP Oversight and Governance.** In addition to this strategic work, the following funds were allocated to support the Board's role in oversight and governance. This included:
 - GM Business Board (LEP) Membership Review – £10k
 - Delivery of Activity to Support LEP Transition - £5k
 - Contribution to the LEP Network - £7k
 - GM Business Board (LEP) contingency for ad hoc activity including expenses - £3k

4. GOVERNANCE

LEP Board Leadership

- 4.1 Greater Manchester has developed a unique approach that has GM Business Board (LEP) at the heart of our decision-making processes, putting the private sector at the centre of policy and strategy development.
- 4.2 This model reflects the Board's commitment to be a modern, collaborative and ambitious voice of Greater Manchester business.
- 4.3 This approach was complimented by a review of Board membership completed in early 2021, ensuring that the range and level of representation remains appropriate and that Board members have the necessary skills and capacity to contribute to the Board's expanding role.
- 4.4 As part of the Board's commitment to equality, the review also focused on the need to ensure that the Board represents the breadth of economic sectors and is reflective of the wider GM population.
- 4.5 GM Business Board (LEP) membership review resulted in five new private sector members joining the Board. The review highlighted the quality and diversity of potential candidates with the refreshed board continuing to be gender balanced and having an improved representation of diverse communities.
- 4.6 In 2022, new public sector Leaders were nominated to the Board and Dame Nancy Rothwell stood down with that vacancy taken by Clive Memmott, Chief Executive of Greater Manchester Chamber of Commerce – see below for final Board membership following these changes.

	Member	Business/Role
Private Sector Member (2021-23)	Lou Cordwell	Magnetic and ID Manchester [GM Business Board (LEP) Chair and SME Representative]
	Vimla Appadoo	Honey Badger Ltd [Diversity Champion]
	Miles Rothbury	Boohoo
	Marilyn Comrie	The Blair Project
	Justin Kelly	Siemens Plc
	Clive Memmott	GM Chamber of Commerce
	Richard Topliss	RBS & Manchester Growth Company Chair
	Lorna Fitzsimons	The Pipeline
	Steve Connor	Creative Concern

	Amanda Halford	GE Healthcare Life Sciences
	Chris Oglesby	Bruntwood Plc

	Member	Business/Role
GMCA Representative (2022-23)	Andy Burnham	GM Mayor
	Cllr Eamonn O'Brien	Leader of Bury MBC
	Cllr Amanda Chadderton	Leader of Oldham MBC
	Cllr Bev Craig	Leader of Manchester City Council [GM Business Board (LEP) Deputy Chair]

	Member	Business/Role
Ex-Officio Member	Mike Blackburn	Non-Executive Director Chair of Marketing Manchester & Internationalisation and Marketing Board
	Vanda Murray	Non-Executive Director Chair of Business Support and Business Finance Board

Transparency and Accountability

- 4.7 The National Local Growth Assurance Framework was published in January 2019 and sets out Government's guidance for places that are required to develop their own Local Assurance Framework.
- 4.8 The GM Local Growth Assurance Framework is our local response to the principles and requirements of the National Local Growth Assurance Framework and sets out how these will be delivered at local level.
- 4.9 Alongside the GM Business Board (LEP)'s Terms of Reference, these documents outline the key practices and standards which are necessary to provide Government and local partners with assurance that decisions over funding are proper, transparent, and that they deliver value for money.
- 4.10 As highlighted in the GM Local Growth Assurance Framework, GM Business Board (LEP is fully committed to transparency and accountability. For instance, an update detailing the Board's integration plans and progress on delivery was presented to the GMCA Oversight and Scrutiny Committee in March 2022 with a commitment to provide a further update later that year.

- 4.11 The Board held its AGM in January 2023 and all meetings, reports and minutes published on both the GMCA and Business Board (LEP) websites. The Board has also committed to respond to any Freedom of Information requests.
- 4.12 The GM Business Board (LEP)'s website was regularly updated in 2022/23 with news on how the Board was delivering on its priorities along with reporting on key milestones. The website also continued to provide details of current Board membership, the Local Growth Assurance Framework, the Terms of Reference, Governance Assurance Statement, key projects and links to the publication of financial information.
- 4.13 The Board continued to act with integrity and is committed to values that go beyond the Nolan principles of public life and the Code of Conduct including being open, inclusive, evidence-based and goal orientated with a focus on adding value. The Board is also covered by GMCA's complaints procedure and Whistleblowing Policy.
- 4.14 More specifically, GM Business Board (LEP) recognises the potential for Board members to have a conflict of interest in decision making and a key principle of our assurance processes is that all Board members must declare any interests relating to agenda items at every meeting.
- 4.15 The Board published a Register of Interests which was updated on a six-monthly basis along with the Gifts, Hospitality and Expenses Register which was updated as necessary.

Diversity and Inclusion

- 4.21 GM Business Board (LEP) recognises that it works on behalf of all the people of Greater Manchester and understands that different people bring different ideas, knowledge and perspectives.
- 4.22 Vimla Appadoo is the Board's Diversity Champion and in 2022/23 led the Board's exploration of how it could use its business experience and expertise to promote greater diversity and inclusion.
- 4.23 This is reflected in the GM Economic Vision and its commitment to tackling inequalities to make Greater Manchester the UK's most diverse and inclusive City Region – see above.

GMCA - The Accountable Body

- 4.24 During 2022/23, GMCA has continued to act as the accountable body for GM Business Board (LEP), ensuring that all decisions regarding GM Business Board (LEP) funding remain transparent and comply with grant conditions, the GMCA's procurement framework and state aid rules within the statutory framework.
- 4.25 In practice, this has included:
- Ensuring the decisions and activities of the GMCA and GM Business Board (LEP) conform with legal requirements with regard to equalities, environmental, compliance with State Aid rules, procurement of services
 - Working with the GM Business Board (LEP) to identify a prioritised list of investments in accordance with GM's strategic priorities
 - Ensuring that GMCA and the GM Business Board (LEP)'s funds are used appropriately and value for money is achieved
 - Ensuring that the provisions of the Assurance Framework are being adhered to
 - Maintaining an official record of GMCA and GM LEP proceedings are maintained

- Ensuring that the GMCA and GM Business Board (LEP)'s funding is subject to internal and external audit requirements
- Actively managing the devolved budget and programme to respond to changed circumstances
- Updating the GMCA corporate risk register and Risk Management Strategy

Local and National Engagement

- 4.26 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.
- 4.27 GM Business Board (LEP) continued to be an active 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.
- 4.28 GM Business Board (LEP) continued to engage with the national LEP Network, particularly in working with Government on the LEP Review and is committed to further partnership working across the Network in future.