

**GREATER MANCHESTER LOCAL ENTERPRISE
PARTNERSHIP
TERMS OF REFERENCE
& OPERATING GUIDELINES**

1. PURPOSE

- 1.1 Greater Manchester's approach to promoting local growth has been groundbreaking: public and private sector stakeholders have worked with a common purpose, to bring growth and prosperity to the conurbation's residents and businesses. Local Enterprise Partnerships are key to delivering the government's localism agenda.
- 1.2 Greater Manchester's Local Enterprise Partnership is a private-sector led, voluntary partnership whose core function is to provide strategic leadership (alongside the GM Combined Authority¹) to deliver the conurbation's growth ambitions. Their joint Growth Plan, the GM Strategy, sets out these ambitions. Together, the GM LEP and the GMCA provide a robust set of decision-making and governance structures for Greater Manchester.

2. KEY OBJECTIVES

- 2.1 The LEP will:
- i. Provide strategic leadership and drive progress in the delivery of the Greater Manchester Strategy and the GM Growth and Reform Plan (in partnership with the GMCA) ensuring that activities maintain a sharp focus on economic growth and driving efficiency;
 - ii. Provide oversight of key strategic initiatives for example Greater Manchester's Growth Deals, and key funding streams awarded to the GM LEP including Growing Places and Regional Growth Fund (RGF)²;
 - iii. Develop excellent relationships with key private and public sector partners (local, national and international) to help Greater Manchester realise its ambitions;
 - iv. Work with partners and potential stakeholders to create innovative solutions to maximise private and public sector investment to secure the sustainable growth of Greater Manchester's economy.
 - v. Together with the GMCA provide strategic oversight of the Manchester Growth Company's business plan;
- 2.2 To ensure that the LEP is effective in this role it has the power to:
- i. commission and publish research and advice from a range of sources, subject to resources being available;

¹The Combined Authority has a range of statutory functions currently relating to economic development, regeneration and transport, however as a result of GM's Devolution agreements these powers are being extended. The GMCA will continue to act as the primary accountable body for resource allocation in relation to these statutory functions. Delivery responsibilities will continue to be vested in a range of agencies such as the GMCA, Manchester Growth Company, Transport for Greater Manchester and Local Authorities.

² The LEP is an informal partnership and as such does not have the legal status to enter into contracts, acting through the GMCA as the accountable body

- ii. develop its own work programme;
- iii. provide advice to the GMCA on strategic issues such as economic development, planning, housing and transport;
- iv. engage in dialogue with Government and respond to consultations;
- v. submit bids for available funding as necessary and appropriate;
- vi. agree strategies for private sector involvement in delivering the priorities of the Greater Manchester Strategy and its programme of Growth and Reform;
- vii. work in collaboration with the AGMA Business Leadership Council as appropriate.

3. MEMBERSHIP

3.1 Greater Manchester's LEP has thirteen members, ten non-local authority members and three representing the GMCA. Non-local authority members are appointed using an open recruitment process with the appointments confirmed by the GMCA. Local authority members are agreed by the GMCA. The term of office is two years for private sector members and GMCA members are reviewed on an annual basis. A list of current members can be found at Annex A.

3.2 Private Sector Members

All private sector members of the LEP act in an individual capacity and not as representatives of their respective organisations.

3.3 GMCA Members

The GMCA Members are the Mayor and Vice-Chairs of GMCA.

3.4 Chairs of the Strategic Boards

The Chairs of the Manchester Growth Company Advisory Boards for Business Support and Business Finance as well as Internationalisation and Marketing will also join the LEP in an ex-officio capacity. In the event of a decision requiring formal voting, the Chairs of the Advisory Boards will not be entitled to vote.

No substitutes are allowed.

3.5 Diversity

Greater Manchester Local Enterprise Partnership is committed to equality and diversity. GMLEP works on behalf of all the people of Greater Manchester and recognises that different people bring different ideas, knowledge and perspectives.

As part of this commitment, GMLEP regularly refreshes its board membership to ensure it reflects the breadth of industrial sectors on its Board as well as represents the diversity of Greater Manchester's people.

3.6 Complaints Procedure

GMLEP shares the same complaints procedure as GMCA at:

https://www.greatermanchester-ca.gov.uk/homepage/135/complaints_procedure

Complaints about Greater Manchester Local Enterprise Partnership should be directed to:

Complaints, The Greater Manchester Local Enterprise Partnership
c/o Head of Greater Manchester Integrated Support Team
P.O. Box 532
Town Hall
Manchester M60 2LA

Alternatively, please email: info@agma.gov.uk

4. ROLE OF GM LEP MEMBERS

- 4.1 The LEP is a forum for engagement of the private sector in the development of policy and interventions and using LEP members' insights wisely gives us the best chance of delivering our growth aspirations.
- 4.2 The role of LEP members is to
 - i. drive the LEP's ambitions described in its Growth Plan - making best use of your knowledge and expertise;
 - ii. provide the leadership and strategic direction in areas where you have particular skills and experience;
 - iii. act as an advocate of GM's ambitions in local, national and international contexts.
- 4.3 Members may also be asked to represent the LEP on outside bodies such as the Greater Manchester Investment Board, the Employment and Skills Partnership and the Enterprise Zone Boards
- 4.4 Private sector members are expected to discharge their duties in line with Nolan Principles for Standards in Public Life and GMCA members of the LEP will need to comply with the GMCA's code of conduct outlined in the [GMCA's constitution](#).

5. LEP ADVISORS

- 5.1 The GM Combined Authority's Wider Leadership Team (WLT) are advisors to the LEP and will be responsible for providing policy advice and support.
- 5.2 The LEP has the right to invite other advisors to attend meetings or advise the LEP as required. LEP advisors cannot vote..

6. MEETINGS

- 6.1 The LEP will meet on a bi monthly basis unless otherwise determined by the LEP and will normally meet in central Manchester.
- 6.2 The meetings will be held in public except any items which are commercially sensitive.
- 6.3 Papers will normally be available five working days in advance and will be published on the GMCA and LEP websites. Any commercially sensitive papers will be emailed directly to members.
- 6.4 Action points and/or minutes will be available within five working days of the meeting.

7. QUORUM

- 7.1 The meeting of the Greater Manchester LEP will be quorate when seven members are present. To be quorate there must be present at least one member from the GMCA. In the event that all GMCA members have a conflict of interest and have to withdraw from a vote, the meeting will be quorate if seven other members remain present.

8. DECLARATIONS OF INTEREST

The following conditions should be understood to apply regarding declarations of interests:

- 8.1 A Register of Interest covering all Board members will be collated and published on the LEP website. The register will be reviewed annually.
- 8.2 Subject to point 3 below, members (and advisors) must declare any interests (on the form provided (see Annex B)), either at the start of the meeting or as soon as any potential interest in an agenda item becomes apparent during the course of the meeting.
- 8.3 Members must declare their interest when the business being discussed specifically relates to:
 - a. their business
 - b. any body of which they are a member
 - c. any person or body who:
 - employs them
 - makes payments to them
 - has a contractual relationship with them
 - d. any land or property in which they have an interest
- 8.4 This also applies to any close member of their family or person with whom they have a close relationship.
- 8.5 For the purposes of the above:
 - an interest of which a member has no knowledge and of which it is unreasonable to expect him or her to have knowledge shall not be treated as an interest of his or hers;
 - in relation to a non-pecuniary interest, a general notice given to the LEP that a member is to be regarded as having an interest, of the nature and the extent specified in the notice, in any transaction or arrangement in

which a specified person or class of persons is interested shall be deemed to be a disclosure that the member has an interest in and such transaction of the nature and extent so specified.

- 8.6 Members (and advisors) with a declared interest in an item of business would usually be required to leave the room. However, the board may want such an individual to contribute their knowledge and experience to the discussion despite the interest so declared. If this is the case the affected member can remain in the room - functioning as a resource that can be drawn upon to assist the board in their deliberations. The affected member must withdraw at the decision-making stage if the member has a pecuniary interest unless otherwise determined by the Chair of the meeting. In the absence of the Chair or where an item of business relates to the Chair or an interest of the Chair, the meeting shall be chaired by a nominated Deputy Chair if there is any or by a member selected by the meeting for that purpose.
- 8.7 Provided that a member has disclosed the nature and extent of any material interest and otherwise complies with the above requirements, that member, notwithstanding his or her membership of the LEP:
- may be a party to, or otherwise interested in, any transaction or arrangement with the LEP or in which the LEP is otherwise interested;
 - may be a director or other officer of, or employed by, or a party (directly or indirectly) to any transaction or arrangement with the LEP or in which the LEP is otherwise interested; and
 - shall not, by reason of his membership of the LEP, be accountable to the LEP for any benefit which he derives from any such office or employment or from any such transaction or arrangement or from any such interest and no such transaction or arrangement shall be liable to be avoided on the ground of any such interest or benefit.
- 8.8 Without prejudice to the obligation on members to declare interests, if a question arises at a meeting of the LEP or of a committee of the LEP as to the right of a member to participate in the meeting (or part of the meeting) for voting or quorum purposes, the question may, before the conclusion of the meeting be referred to the Chair of that meeting whose ruling in relation to any member other than the Chair is to be final and conclusive. If any question as to the right to participate in the meeting (or part of the meeting) should arise in respect of the Chair of that meeting, the question is to be decided at by the Deputy Chair at that meeting, for which purpose the Chair shall not participate and is not to be counted as participating in the meeting (or that part of the meeting) for voting or quorum purposes.

9. DECISION MAKING

- 9.1 Most decisions shall be made by consensus. In the event of a consensus not being reached, a decision shall be taken by a vote of those members present at the meeting and entitled to vote. In the event of a decision needing a formal vote, voting shall be by a show of hands and shall be a simple majority vote. In the case of an equality of votes, no member of the LEP is to have a casting vote.
- 9.2 In order to ensure that the LEP is able to progress its business in an efficient manner the LEP can progress its business by using the following written

procedure. Members will receive an email notification which identifies the following:

- i. issue date of the proposal and date that responses are required by
- ii. name of the person or persons making or putting forward the proposal/decision.
- iii. details of the proposal.

9.3 Two working days after the close of responses, members will then be circulated with the details of:

- i. responses received in agreement
- ii. responses received in disagreement
- iii. any mitigating action taken to address members' stated views or concerns
- iv. if a decision is required the voting rules shall be the same as those for a decision taken in a meeting.
- v. if a decision is reached members will also be notified of the date when any decision comes into effect.

9.4 The LEP may delegate any of its powers and responsibilities:

- i. to such person or committee;
- ii. by such means (including by power of attorney);
- iii. to such an extent;
- iv. in relation to such matters; and
- v. on such terms and conditions

as the LEP thinks fit.

9.5 The LEP may at any time revoke any delegation in whole or part, or alter the terms and conditions of any such delegation. Committees to which the LEP has delegated any of its powers and responsibilities must follow procedures which are based, as far as they are applicable, on those provisions of these Terms of Reference which govern the making of decisions by members of the LEP and the LEP may make rules of procedure for any committee.

10. REPORTING ARRANGEMENTS

10.1 The LEP will have a close relationship with the GMCA, the Wider Leadership Team, Transport for Greater Manchester and the Business Leader Council.

10.2 The Advisory Board for Internationalisation and Marketing and that for Business Support and Business Finance will have dual reporting lines to the LEP and GMCA.

10.3 Decisions of the GM LEP are reported promptly, via a copy of the draft minutes, to the next GMCA meeting following the GM LEP. These papers are publicly available. Decisions taken using delegated authority are reported back to the full GM LEP board the following month.

ANNEX A: GM LEP MEMBERSHIP 2015-2017

PRIVATE SECTOR MEMBERS

Mike Blackburn - Chair
British Telecom
David Birch
Mckinsey
Lou Cordwell
Magnetic North
Scott Fletcher
ANS Group
Keith Johnston
Addleshaw Goddard
Juergen Maier
Siemens plc
Professor Dame Nancy Rothwell
The University of Manchester
Richard Topliss
RBS
Michael Oglesby
Bruntwood
VACANCY

GMCA REPRESENTATIVES

Cllr Sir Richard Leese
Leader of Manchester City Council
Cllr Sean Anstee
Leader Trafford Council
Tony Lloyd
Interim Mayor of GMCA

CHAIRS of ADVISORY BOARDS (OBSERVERS)

Iwan Griffiths
PWC – Internationalisation and Marketing
Vanda Murray
Bunzl – Business Support and Business Finance

ANNEX B: DECLARATIONS OF INTEREST FORM



DECLARATIONS OF INTEREST

DATE:

(To be completed as necessary by all board members and advisors)

Name: _____.

Minute Ref / Item No	Nature of Interest

COMPLETE THIS FORM IF YOU HAVE AN INTEREST IN ANY PARTICULAR ITEM ON THIS AGENDA (SEE GUIDANCE OVERLEAF).

ANY COMPLETED FORMS SHOULD THEN BE HANDED IN TO ALLAN SPARROW AT THE START OF THE MEETING

GUIDANCE ON DECLARATION OF INTERESTS (AS PER DRAFT TERMS OF REFERENCE)

1. Subject to point 3) below, members (and advisors) must declare any interests (on the form provided), either at the **start of the meeting or as soon as any potential interest in an agenda item becomes apparent** during the course of the meeting.
2. Members must declare an their interest when the business being discussed specifically relates to
 - Their business
 - Any body of which they are a member
 - Any person or body who:-
 - Employs them
 - Makes payments to them
 - Has a contractual relationship with them
 - Any land or property in which they have an interest

This also applies to any close member of their family or person with whom they have a close relationship.

3. For the purposes of the above:
 - An interest of which a member has no knowledge and of which it is unreasonable to expect him or her to have knowledge shall not be treated as an interest of his or hers.
 - In relation to a non-pecuniary interest, a general notice given to the LEP that a member is to be regarded as having an interest, of the nature and the extent specified in the notice, in any transaction or arrangement in which a specified person or class of persons is interested shall be deemed to be a disclosure that the member has an interest in and such transaction of the nature and extent so specified.
4. Members (and advisors) with a declared interest in an item of business would usually be required to leave the room. **BUT** the board may want such an individual to contribute their knowledge and experience to the discussion despite the interest so declared. If this is the case the affected member can remain in the room - functioning as a resource that can be drawn upon to assist the board in their deliberations. The affected member should then withdraw when the decision on the matter is being taken and must withdraw at the decision-making stage if the member has a pecuniary interest unless otherwise determined by the Chair of the meeting. In the absence of the Chair or where an item of business relates to the Chair or an interest of the Chair, the meeting shall be chaired by a nominated Vice Chair if there is any or by a member selected by the meeting for that purpose.