ECONOMY, BUSINESS GROWTH AND SKILLS OVERVIEW AND SCRUTINY COMMITTEE

DATE: Friday 12th April 2019
TIME: 2.00pm
VENUE: Boardroom, GMCA Offices, Churchgate House, 56 Oxford Street, M1 6EU

1. APOLOGIES

2. CHAIR’S ANNOUNCEMENTS AND URGENT BUSINESS

3. DECLARATIONS OF INTEREST
   To receive declarations of interest for any item for discussion at the meeting. A blank form for declaring interests has been circulated with the agenda. Please ensure this is returned to the Governance and Scrutiny Officer at the beginning of the meeting.

4. MINUTES OF THE MEETING HELD ON 15TH MARCH 2019
   To consider the approval of the minutes of the meeting held on 15th March 2019, as a correct record.

5. WORK PROGRAMME
   Report of Simon Nokes, Executive Director Policy and Strategy, GMCA.

6. UPDATE ON THE GM BUSINESS PRODUCTIVITY AND INCLUSIVE GROWTH PROGRAMME
   Report of Councillor Richard Leese, Portfolio Leader for Economy and Business and Jim Taylor, Portfolio Lead Chief Executive for Economy and Business.

7. UPDATE ON THE GM AND EAST CHESHIRE SCIENCE AND INNOVATION AUDIT
   Report of Councillor Richard Leese, Portfolio Leader for Economy and Business.

Please note that this meeting will be livestreamed via www.greatermanchester-ca.gov.uk, please speak to a Governance Officer before the meeting should you not wish to consent to being included in this recording.
ITEMS FOR INFORMATION ONLY

8. GMCA REGISTER OF KEY DECISIONS


9. BREXIT MONITOR (GMCA – 29 March 2019 Item 24)

https://www.gmcameetings.co.uk/download/meetings/id/4444/24_brexit_monitoring_fund

10. DATE AND TIME OF NEXT MEETING

Friday 14th June 2019, 2.00 – 4.00pm, Boardroom, Churchgate House.

Notes:

- The Contact Officer for this agenda is Emma Stonier, Governance & Scrutiny, GMCA ☎ 0161 778 7009 ✉ emma.stonier@greatermanchester-ca.gov.uk.

- If any Members require advice on any agenda item involving a possible declaration of interest, which could affect their ability to speak or vote are advised to contact Emma Stonier at 24 hours in advance of the meeting.

- For copies of papers and further information on this meeting please refer to the website www.greatermanchester-ca.gov.uk. Alternatively, contact the above Officer.

- Please note that this meeting will be held in public and will be livestreamed (except where confidential or exempt information is being considered).

Please note that this meeting will be livestreamed via www.greatermanchester-ca.gov.uk, please speak to a Governance Officer before the meeting should you not wish to consent to being included in this recording.
Membership:

- Councillor Susan Haworth, Bolton (Labour)
- Councillor Mary Whitby, Bury (Labour)
- Councillor Robert Caserta, Bury (Conservative)
- Councillor Luke Raikes, Manchester (Labour)
- Councillor Valerie Leach, Oldham (Labour)
- Councillor Chris Goodwin, Oldham (Labour)
- Councillor Kate Lewis, Salford (Labour)
- Councillor Karen Garrido, Salford (Conservative)
- Councillor Daniel Meredith, Rochdale (Labour)
- Councillor Michael Holly, Rochdale (Conservative)
- Councillor Jude Wells, Stockport (Labour)
- Councillor Mark Hunter, Stockport (Labour)
- Councillor Yvonne Cartey, Tameside (Labour)
- Councillor Barry Brotherton, Trafford (Labour)
- Councillor Charles Rigby, Wigan (Labour)

Substitutes:

- Councillor Kevin McKeon, Bolton (Labour)
- Councillor David Greenhalgh, Bolton (Conservative)
- Councillor John Leech, Manchester (Liberal Democrat)
- Councillor Peter Davis, Oldham (Labour)
- Councillor Hazel Gloster, Oldham (Liberal Democrat)
- Councillor Ray Dutton, Rochdale (Labour)
- Councillor Ann Stott, Rochdale (Conservative)
- Councillor Tanya Burch, Salford (Labour)
- Councillor Ari Leitner, Salford (Conservative)
- Councillor Adrian Pearce, Tameside (Labour)
- Councillor Ruth Welsh, Tameside (Conservative)
- Councillor Amy Whyte, Trafford (Labour)
- Councillor Bernard Sharp, Trafford (Conservative)
- Councillor Fred Walker, Wigan (Labour)
- Councillor James Grundy, Wigan (Conservative)

This agenda was issued on 4th April 2019 on behalf of Eamonn Boylan, Secretary and Chief Executive, Greater Manchester Combined Authority, Churchgate House, 56 Oxford Street, Manchester M1 6EU.
Economy, Business Growth & Skills Overview & Scrutiny Committee Friday 12 April 2019

Declaration of Interests in Items appearing on the Agenda

NAME ____________________________

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<th>Minute Item No. / Agenda Item No.</th>
<th>Nature of Interest</th>
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GMCA ECONOMY, BUSINESS GROWTH AND SKILLS OVERVIEW AND SCRUTINY COMMITTEE MINUTES 15 MARCH 2019 AT 2.00 PM AT GMCA OFFICES, CHURCHGATE HOUSE

Present: Councillor Michael Holly (Rochdale) (in the Chair)

Bolton: Councillor Susan Haworth
Bury: Councillor Robert Caserta
Bury: Councillor Mary Whitby
Manchester: Councillor Luke Raikes
Oldham: Councillor Chris Goodwin
Oldham: Councillor Valerie Leach
Salford Councillor Karen Garrido
Salford: Councillor Kate Lewis
Stockport: Councillor Mark Hunter
Stockport: Councillor Jude Wells
Trafford: Councillor Barry Brotherton
Wigan: Councillor Chris Goodwin
Wigan: Councillor Charles Rigby
Wigan: Councillor Fred Walker

In attendance

Mayor for Greater Manchester Andy Burnham

GMCA Simon Nokes, Executive Director Policy & Strategy
John Holden, Assistant Director Research & Strategy
Alison Gordon, Assistant Director of Business, Innovation and Enterprise Policy
Marie-Clare Daly, Principal Culture and Creative Policy
Gemma Marsh, Assistant Director - Skills (Policy, Strategy, Delivery)
Emma Stonier, Governance and Scrutiny Officer

E25/19 APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors Daniel Meredith (Rochdale) and Yvonne Cartey (Tameside).

E26/19 CHAIR’S ANNOUNCEMENTS AND URGENT BUSINESS

The Committee agreed that Item 8 – Mayoral Update was taken before Item 7 – Turbo-Charging Gender Equality.

The Committee were provided an update on the following items of urgent business:

a. Local Industrial Strategy
John Holden, Assistant Director Research & Strategy, GMCA gave a presentation on the development of the Local Industrial Strategy (LIS). Members were informed the LIS had been delayed due to Government and GM being in negotiations around the wording of the joint statement and final strategy. It was hoped that agreement could be reached by the end of March 2019 despite the challenging situation nationally.

Members had the following questions and comments:

- When it was expected that the Scrutiny Committee would receive the final version of the LIS. Currently the plan was to submit this to the April meeting of the Committee. Following agreement of the LIS with Government Members were informed that discussions would move to implementation of the strategy. Members stressed the importance of the LIS being submitted to this Committee and highlighted slow progress towards the final Strategy being signed off. The fact that the Strategy was being co-produced with Government and the current national picture meant there had been delays in finalising it. Discussions with Government were scheduled for next week and it was hoped that these would enable progression to the next stage.

- Had co-production with Government resulted in a trade-off between having a leading role supporting UK growth versus a leading role supporting GM growth. In developing the Strategy GM had aimed for balance around this to ensure that GM benefits from national opportunities as much as possible. GM were also taking an approach that promoted assets identified in the Independent Prosperity Review, that can also be drivers of UK economic growth.

- Was there a mismatch in skills between those GM residents were gaining and those that businesses required? There was recognition that the skills system was not necessarily responding to the needs of individuals’ and businesses and that the way the skills system as a whole works needed to change. Members highlighted that ensuring GM residents had the right skills to capitalise on opportunities was an ongoing challenge in GM.

- What was the likelihood of GM receiving further devolution of the skills system? Members were updated that GM was working with the Department of Education to drive a more joined up / integrated approach to the skills system.

- The importance of tackling low productivity and raising young people’s ambitions were highlighted.

- How were GM intending to affect the demand side of the economy, encouraging businesses to adopt innovation, become more productive and train staff. It was intended to support this through the Growth Hub and their work to support stimulus and business projections. The Good Employment Charter was also a new way GM could work with firms to assist in raising productivity and upskilling staff.

- Were any interventions planned for the Social Care sector? There were two key elements of work around social care; the adoption of new technology for assisted living and workforce issues, particularly in relation to low pay. Once GM begins to work on implementation of the Strategy they will work with local authorities and the Greater Manchester Health and Social Care Partnership in relation to this.

- Was the Local Industrial Strategy designed to be a bid for funding from Government? Linked to this was the need for an attainable Strategy which was right for the whole of GM. Members were updated that the Greater Manchester Strategy (GMS) clearly set out where GM aims to be by 2020, and that the LIS
formed part of this. In development GM had focused on identifying strengths and assets of the GM economy. Underpinning the Strategy will be an implementation plan with objectives outlined that will drive delivery. GM has also been clear that it wants to work in partnership with Government to identify solutions and develop a long term plan to implement change.

- Members recognised the amount of work undertaken by Officers to develop a Local Industrial Strategy which was right for GM, focused on what could be done differently and driving inclusive growth.
- How did GM progress towards finalising a Local Industrial Strategy with Government, compare to the other trailblazer areas? It was reported that West Midlands had almost agreed their approach and Oxford/Cambridge’s was delayed. Members asked why GM was behind the West Midlands. GM had taken a different approach and commissioned a renewed evidence base. Additionally, GM wanted the inclusion of certain things within the LIS that were thought to be essential to producing the right strategy for the region.
- That the overall infrastructure in GM needed modernising to ensure that the GM’s ambitions were realised.

**RESOLVED:**

That the Local Industrial Strategy be considered at the April meeting.

b. Brexit

Simon Nokes, Executive Director Policy and Strategy, GMCA, provided an update on Brexit. The picture remained uncertain and GM were planning for various different scenarios, including for any potential economic downturns or turbulence.

**RESOLVED:**

That the update be noted.

**E27/19 DECLARATIONS OF INTEREST**

There were no declarations of interest received.

**E28/19 MINUTES OF THE MEETING HELD ON 8 FEBRUARY 2019**

The minutes of the meeting held on 8 February 2019 were submitted for approval. An amendment was requested to the second resolution under Item 18/19 – Employment Charter, to reflect that Members had asked for further information about implications/costs associated with the Charter.

**RESOLVED:**

That the minutes of the last meeting held on 8 February 2019 be approved as a correct record subject to the requested amendment.

**E29/19 WORK PROGRAMME**
Simon Nokes, Executive Director Policy and Strategy, GMCA, introduced the work programme. The Committee were informed that the GMS Annual Update had been delayed due to the work being undertaken by officers on the Local Industrial Strategy (LIS). This would be an item at the May or June meeting of the Scrutiny Committee.

The Chair raised funding allocations criteria and requested that in future, where appropriate, these were included in reports to this Committee.

A future work programme item on demand in relation to the LIS (productivity/innovation/relationship with skills) was suggested to the Committee for consideration. Members supported this addition.

**RESOLVED:**

1. That the Work Programme be noted.

2. That the GMS Annual update be considered at the May or June Committee meeting.

3. That an item on the Local Industrial Strategy and demand was scheduled into the Work Programme for 2019/20.

**E30/19 GM CULTURE STRATEGY**

Alison Gordon, Assistant Director of Business, Innovation and Enterprise Policy and Marie-Clare Daly, Principal Culture and Creative Policy, GMCA presented the GM Culture Strategy. The Committee were reminded that this was the second time they had received the draft Strategy and that their previous feedback had helped inform the final Strategy. The inclusion of sport had also been discussed by the Committee and a decision had been taken not to include sport in the final strategy.

Members expressed disappointment that the Portfolio Leader had not been in attendance for this item and stressed the importance of them attending Scrutiny Committees when they had an item on the agenda related to their portfolio area.

Members comments and questions included the following:

- That 2.7 should specifically highlight a link with a potential, future GM sports strategy.
- A number of Members expressed concerns around sport not being included in the final Strategy as they felt that an opportunity to capitalise on the cultural impact of sport in GM had been missed. Others supported the exclusion of sport and the space this gave to other areas of the arts and culture to flourish.
- What was being done to maximise the opportunities that sport brings to GM? For example, was sport included as part of the Internationalisation Strategy. Officers stated that the significance of sport to GM was fully recognised and that as it encompassed such a wide range of areas it needed to be considered in its own right. At present a full and comprehensive picture of sport across GM was not available and before any work could be undertaken this would need to be carried out to ensure that the work was approached in the right way and made an impact.
• Was a breakdown of the 200 responses highlighted in 2.6 available? Officers informed the Committee that the online portal included a breakdown of responses and that a link to this would be circulated to the Committee. Members were also informed that the majority of the 200 responses were from GM residents.

• Outcomes were included but it was not clear how these were going to have an impact across GM. It was also asked how culture for older people/people with dementia fitted into the overall Strategy. Delivery of the Strategy will be funded through the GM Culture and Social Impact Fund, where from 2020 onwards investment will be directly aligned to the Strategy. Once the Strategy has been agreed further consultation around what the investment strategy will look like will take place. An implementation plan was also being developed which would provide further detail about delivery and activity which would be taking place with different groups, including older people and those with dementia.

• Would the implementation plan include smart objectives? It was confirmed that through the implementation plan and the linking of investment to the Strategy how objectives/outcomes would be delivered would become clearer.

• One of the outcomes outlined was increasing the uptake of cultural subjects at GCSE and it was asked how this would be achieved in light of the Department of Education having a strong focus on increasing the uptake of STEM subjects. The difficulty in balancing an uptake in cultural and STEM subjects simultaneously was also highlighted. GM were working closely with organisations who were engaging with schools around recognising the benefits and values of a cultural education. Challenges related to balancing this with increasing the uptake of STEM subjects were recognised. However, it was noted that this was not an either/or approach and the importance of both subject areas for an all-round education was emphasised.

RESOLVED:

1. That the process undertaken in development of the Strategy be noted.

2. That the link to the online portal would be circulated to the Committee.

3. That a GM sport’s strategy be considered as a future area of work.

E31/19 MAYORAL UPDATE

Andy Burnham, Mayor of Greater Manchester, provided Members with an update around current areas of work for GM.

Key areas highlighted included:

• GM’s attendance at MIPIM. This was felt to be of particular importance in signifying to investors that GM has a clear vision and direction and is open for business.

• The development of the Local Industrial Strategy and the links this has to the Greater Manchester Spatial Framework (GMSF), which outlines the detail behind GM’s future industrial ambitions and where these lie.

• The upcoming Green Summit and the proposal to commit to Carbon Neutrality by 2038. GM had developed a 5-year delivery and implementation to sit underneath this. This will also be a key driver in starting to provide some real economic impetus to the Local Industrial Strategy.
• Health and how GM was using devolution to drive change through place based working and integrated care. Links were also starting to be made between health and other priority policy areas, such as housing, skills and growth.

• Focus on skills and young people and supporting them to achieve their ambitions in GM and access the opportunities available to them. The Opportunity Pass was currently being developed to assist young people in accessing opportunities across GM. The skills system and achieving greater control over this was highlighted as being critical to the future success of GM.

• The importance of a talent pipeline and a skills pipeline to achieve ambitions and attract investment into GM.

• The series of policies developed that link together to create a clear, future vision for GM. This was also linked to the ambition for further devolution in key areas to enable the delivery of this vision.

The Chair noted the Committee’s support for the focus on the skills system and further devolution in this area to support the productivity of GM in the future. The Mayor noted that cross party support was crucial if GM were to achieve this ambition.

Members further comments and questions included the following:

• Funding of public services was raised and the shift from HMT to Council Tax funding, it was asked whether there was any feel for how this may impact the GM economy or whether there was any action which could be taken at a GM level around this. GM residents have indicated that they want more police and better buses which was why the Mayor had developed proposals to deliver these through the Mayoral Precept. A cross-party message also needed to be delivered to Government around the sustainability of public service funding. Additionally, the Mayor highlighted some of the action being taken at a national and GM level. This included councils lobbying of Government around funding, GM starting to give consideration to the upcoming Comprehensive Spending Review, the potential of the Convention of the North being used to lobby Government about public service funding and Police and Crime Commissioners working jointly around police funding.

• Members asked what the overall investor mood at MIPIM had been in relation to GM. Comments had indicated that GM was still seen as an attractive place to invest, however there was concern around the national political picture and how this was impacting on investment decisions. It was highlighted as important that GM had representation there to make clear to investors that it was open for business.

• Members’ raised the Local Industrial Strategy (LIS) and had the following specific questions and comments about the LIS:

  ➢ The importance of the LIS for the future of GM was supported but some Members had concerns about progress towards a final Strategy being signed off with Government. The Mayor stated that GM wanted to ensure that the final Strategy was the right one for GM’s future ambitions and therefore sign off had been slightly delayed.
  ➢ Members wanted assurance that once the LIS had been approved with Government it would be ready to be shared.
  ➢ That increasing resident’s skills and qualifications had not been reflected in productivity figures. It was recognised that there was a disconnect between the

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needs of the economy and the skills system which was why improving the skills system was central to GM’s future ambitions.

- That there were other reasons for low productivity within the GM economy, for example investment needs and lack of access to capital and it was asked what was being done to understand business need. The Independent Prosperity Review recognised that low productivity remained a challenge for GM. The Mayor highlighted the Good Employment Charter and commissioning through social value as two areas which could have an impact on productivity and low pay. The needs of Small, Medium, Enterprises (SMEs) in relation to banking and access to finance was an area which needed more consideration. A recent Resolution Foundation report was also highlighted which had identified 5/6 employers who were responsible for a large proportion of low pay in GM.

- A Member noted that, historically, productivity in the North had always lagged behind the South. It was reported that there were plans to meet with Further Education colleges and schools to engage with them around the LIS to further identify what is needed to achieve the outcomes and ambitions outlined in this. Further education was also beginning to work more collectively at a GM level and a GM Careers Application Platform was in development which would identify opportunities for young people across GM. It was expected that this, alongside the identification of opportunities within economic sectors, would begin to raise productivity in GM. The importance of improving transport infrastructure was also stressed as being central to increasing productivity.

- Concerns were raised around perceptions that the centre and southern parts of GM were receiving a disproportionate share of resources and it was asked what could be done to make sure allocation criteria and decision making was as clear and transparent as possible. Geographical considerations were a key area taken into account when allocations were being decided. The way this can be demonstrated in future to ensure open-ness and transparency will be considered. The GMSF has also been designed to address this divide, through the industrial sites promoted within it (for example the Northern Gateway). The Mayor also emphasised that rebalancing the GM economy was one of his priorities.

Members raised portfolio leaders’ attendance with the Mayor and noted the importance of them attending Scrutiny Committee meetings.

RESOLVED:

1. That ways the allocation criteria and decision making were more clearly demonstrated would be considered for future reports/updates to Scrutiny.

2. That a Mayoral update would be scheduled into the Work Programme for 2019/20.

E32/19 TURBO CHARGING GENDER EQUALITY

John Holden, GMCA, introduced the Turbo Charging Gender Equality Report. This provided Members with an update and overview of the work underway to accelerate greater gender equality in Greater Manchester. A Greater Manchester Women’s Voice Group had been convened to drive this work forward. The meeting had agreed that this group would act as a steering group for the development of an action plan and proposed action areas for consideration were highlighted in the report.
Members comments and questions included the following:

- It was highlighted that economic statistics often obscure gender differences within the economy and asked whether any consideration was being given to this. Officers were aware of various panels/advisory groups set up to investigate differences in inequalities. Discussions were also taking place at a GM level around how a broader, holistic view could be taken when looking at inequalities.
- Whether there was an understanding of factors for female employment rates in GM being less than the national average and nearly twice as many low paid part-time jobs being held by women than low-paid full time jobs. Members were informed that the Fawcett Society had produced a report which looked at this in more detail. This will be shared with the Committee.
- The importance of local authorities increasing representation on councils was highlighted as an area Members could influence locally.
- Where would the Women’s Voice Group and action plan sit in terms of Combined Authority Governance structures? The GM Women’s Voice Group did not sit as a formally constituted Combined Authority Committee. However, it is Chaired by the Portfolio Leader for Age-Friendly Greater Manchester and Equalities, and will feed into decision making in these areas.
- The report highlighted violence against women/girls as an issue which impacted on gender equality but there was no reference to discrimination which also has a significant impact on achieving gender inequality. It was requested that this area was considered when developing the action plan.
- Whether the GM Women’s Voice Group could be expanded to include a more diverse range of women. Officers confirmed that this was an open group and stated that Members were welcome to recommend people for membership.
- Had consideration been given to including a priority around women and girls’ mental health? Officers confirmed that this could be considered as a priority and that they would feed this back to the group leading on the work.

RESOLVED:

1. That a priority around women and girls’ mental health be recommended for inclusion in the action plan.

2. That discrimination and how this impacted on gender equality be considered further when developing the action plan.

3. That the Fawcett Society report be shared with the Committee.

E33/19 WORK AND SKILLS UPDATES

A. HMT SKILLS PILOT
Gemma Marsh, Assistant Director – Skills, GMCA, introduced the HMT Skills Pilot report. In the 2018 Autumn Statement it had been announced that Government would fund three skills pilots in Greater Manchester, totalling £20m. These pilots consist of:

- Digital Skills Pilot: £3m programme to help GM employers to address local digital skills gaps through short training courses.
- Self-Employment Pilot: £10m programme working with the Federation of Small Businesses (FSB), to test what forms of government support are most effective in increasing training levels for the self-employed.
- Future Workforce Fund: £7m pilot programme to provide on the job training to NEET young people in GM and to move them into sustainable career paths with employers. The Prince’s Trust made a recommendation to Government around working with NEET young people which has fed into the development of this Pilot at central Government level, therefore GM are anticipating the Prince’s Trust to be named as the primary programme provider and will look to transfer funding to them via a grant.

Members asked for a better understanding of those currently excluded from accessing existing business start-up and business support activity. It was reported that previously exclusionary criteria had in the majority been related to the length of time unemployed and that this programme had been designed to test out what form of Government support services are most effective in increasing training, skills development and the longer-term sustainability of GM’s self-employed workforce.

RESOLVED:

That the HMT Skills Pilot be noted.

B. GM CAREERS APPLICATION PLATFORM

Gemma Marsh, Assistant Director – Skills, GMCA, introduced the GM Careers Application Platforms report. The report provided an update on the progress of the commitment to developing and implementing a UCAS-style application system for all Technical/Apprenticeships and opportunities in GM. This will contribute significantly to GM’s ambitions for a reformed technical education system across the region and underpin the Local Industrial Strategy by informing the talent pipeline of the future. The aim of the platform is to create a single, digital space that helps GM’s young people to make appropriate and informed decisions about their future careers.

Members highlighted the need for distinguishing between the Liverpool UCAS style-system and what was proposed for GM. It was noted that the Liverpool UCAS system was what GM had currently and that the GM Portal will be more far reaching to ensure all young people have access to opportunities.

Members queried whether consideration had been given to monitoring the impact of this on local outcomes. The platform has been developed with local authorities and work around NEETs has also been built into this. Different work streams underway, including the Skills Pilots, have been designed to complement each other and have specific impacts in a place.
Members asked whether there would be revenue resource to support the development of the platform. It was confirmed there was £700k to support the GM Portal, with £500k allocated for the build and £200k for ongoing revenue support.

RESOLVED:

That the GM Careers Application Platform update be noted.

E34/19 REGISTER OF KEY DECISIONS

RESOLVED:

That the Register of Key Decisions be noted.

E35/19 BREXIT MONITOR

RESOLVED:

That the Brexit Monitor be noted.

E36/19 DATE AND TIME OF NEXT MEETING

Friday 12th April 2019, 2.00 – 4.00pm, Boardroom, GMCA Offices, Churchgate House, Oxford Road, Manchester, M1 6EU

E37/19 EXCLUSION OF THE PRESS AND PUBLIC

That, under section 100 (A)(4) of the Local Government Act 1972 the press and public should be excluded from the meeting for the following items on business on the grounds that this involves the likely disclosure of exempt information, as set out in paragraph 3, Part 1, Schedule 12A of the Local Government Act 1972 and that the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

E38/19 ADULT EDUCATION BUDGET

Gemma Marsh, Assistant Director – Skills, GMCA, introduced the Adult Education Budget report. This provided an update on progress in readiness for devolution in August, including confirmation of GM’s Budget and the methodology through which it has been calculated, an update on commissioning and additional information on the level of administration/management funding.

Members asked how it was intended to identify learners aged 24 years and over, without level 2 qualifications, who under the proposals will have access to funding. GM outlined they will look at ways providers work with businesses around this, work with the Growth Hub, and work with the Chamber of Commerce to identify these learners. GM will also continue to fund community learning outreach and local providers and business will be engaged with around in work progression and training.
Members asked whether asylum seekers would be able to access English as a Second Language (ESOL) courses. It was confirmed that currently access remained in line with Home Office regulations but there was the possibility of GM having flexibility around this in future.

Members welcomed the inclusion of priorities to support lower skilled GM residents. Support was also raised for the performance management framework outlined in the report.

RESOLVED:

That the Adult Education Budget update be noted.
WORK PROGRAMME
FOR ECONOMY, BUSINESS GROWTH AND SKILLS SCRUTINY

The table below sets out the Economy, Business Growth & Skills Scrutiny’s work programme for the full meeting for Members to develop, review, and agree. This is a ‘live’ document and will be reviewed and, if necessary, updated at each meeting to ensure that the Committee’s work programme remains current.

For information items taken previously to Economy, Business Growth & Skills Scrutiny are listed in appendix 1.

The Committee receive the GMCA’s monthly Brexit Monitor, and will also be circulated with the GMCA’s register of key decisions whenever it is updated and the GMCA’s monthly decision notice.

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<td>12th April 2019 –</td>
<td>Business</td>
<td>Alison Gordon</td>
<td>Business – an update on work in GM’s prime capability and large employment sectors including Business Start Up, Growth and Innovation. To include:</td>
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<td>• Update on Made Smarter programme</td>
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<td>Science</td>
<td>Alison Gordon</td>
<td>Science – an update on investment in, and commercialisation of GM’s science assets building on the Science and Innovation Audit. To include:</td>
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<td>Local Industrial Strategy</td>
<td>John Holden/Sim on Nokes</td>
<td>Local Industrial Strategy progress update. To be provided as a Private Briefing Session at the rise of the formal meeting.</td>
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<td>17th May 2019</td>
<td>This meeting has been cancelled because the Committee will not be properly constituted until after May 2019 District Council meetings and the CA at the end of May 2019. There is also no business to consider.</td>
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<tr>
<td>14th June 2019</td>
<td>Skills</td>
<td>Gemma Marsh/Mat Ainsworth</td>
<td>Skills/Employment – a progress update on all skills/employment issues and programmes</td>
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<tr>
<td></td>
<td>Employment</td>
<td>Gemma Marsh/ Mat Ainsworth</td>
<td>Skills/Employment – a progress update on all skills/employment issues and programmes</td>
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<tr>
<td></td>
<td>GMS Annual Update</td>
<td>John Holden</td>
<td>Annual update on GMS and a progress report on implementation of the GMS and latest performance dashboard</td>
</tr>
</tbody>
</table>

**ITEMS TO BE SCHEDULED**

- Work of the Growth Hub and inward investment – 2019 meeting
- Graphene Institute (as a GM asset to be utilised)
- Manchester Airport Group – to be scheduled into the work programme for 2019/20
- Ports in relation to trade and investment
- Mayoral Update - to be scheduled into the work programme for 2019/20
### Appendix 1

**Areas considered at previous meetings**

<table>
<thead>
<tr>
<th>Date</th>
<th>Topic</th>
<th>Contact</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>15&lt;sup&gt;th&lt;/sup&gt; March 2019</td>
<td>Mayoral Update</td>
<td>Andy Burnham</td>
<td>Committee requested Mayor attend on a twice yearly basis</td>
</tr>
<tr>
<td></td>
<td>Women’s Employability/Equalities</td>
<td>John Holden</td>
<td>Report to CA in March outlining intention to carry out some work around women’s equalities</td>
</tr>
<tr>
<td></td>
<td>Cultural Strategy</td>
<td>Alison Gordon</td>
<td>Report to CA in March</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>Committee requested report included:</td>
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<tr>
<td></td>
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<td>- Update on discussions about how GM’s sporting heritage and activities could be best handled strategically.</td>
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<td></td>
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<td>- Consideration of the following recommendations for the final GM Culture Strategy:</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>o Had fewer priorities;</td>
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<td></td>
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<td>o Included a definition of ‘culture’;</td>
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<td>o Outlined how GM was going to achieve the aims and ambitions set out in the Strategy;</td>
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<td>o Gave consideration as to whether sport was included in the Strategy, and if not, made the narrative around this clearer;</td>
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<td></td>
<td></td>
<td></td>
<td>o Included case studies and research evidence related to culture and school readiness; and</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>o Included Robert Bolt, Annie Kenny, James Joule and Salford Lads Club in the list of ‘well known’ people</td>
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<tr>
<td></td>
<td>HMT Skills Pilot</td>
<td>Gemma Marsh/Mat Ainsworth</td>
<td>The HMT Skills Pilot decision is in relation to £20m funding received from Government, which GM is intending to use to support digital skills and NEETS which aligns with the work and skills strategy. The key decision to the CA is in relation to them approving how this funding will be used.</td>
</tr>
<tr>
<td>Item 5</td>
<td>Approval for grant agreements and contracts is being considered by the CA at the end of March.</td>
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<tr>
<td>GM Careers Application Platform</td>
<td>Approval of the contract following the completion of the formal procurement process is being considered by the CA at the end of March.</td>
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<tr>
<td>Local Industrial Strategy – Presentation</td>
<td>Presentation re; Local Industrial Strategy</td>
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<tr>
<td>8th February 2019</td>
<td>Skills &amp; Employment – a progress update on all skills/employment issues and programmes</td>
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<tr>
<td>Draft Employment Charter</td>
<td>Report expected to be submitted to CA in February</td>
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<tr>
<td>Full Fibre Programme</td>
<td>Report related to the key decision to progress the Greater Manchester Local Full Fibre Programme</td>
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<tr>
<td>Local Industrial Strategy (Statement of intent)</td>
<td>LIS Statement of Intent submitted to February Scrutiny for information only</td>
<td></td>
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<tr>
<td>11th January 2019</td>
<td>Digital – an update on the implementation of the main areas of the Digital Strategy – including Digital Infrastructure, Skills, Inclusion, Business/Sector Growth and Profile</td>
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<td>Adult Education Budget Grant Agreements and Contracts</td>
<td>Gemma Marsh/Nat Ainsworth</td>
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<td>GM Careers Application Platform</td>
<td>Gemma Marsh/Mat Ainsworth</td>
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<tr>
<td>8th February 2019</td>
<td>Gemma Marsh/Mat Ainsworth</td>
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<tr>
<td>Skills &amp; Employment</td>
<td>Gemma Marsh/Mat Ainsworth</td>
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<tr>
<td>Draft Employment Charter</td>
<td>John Wrathmell</td>
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<tr>
<td>Full Fibre Programme</td>
<td>Alison Gordon/Phil Swan</td>
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<tr>
<td>Local Industrial Strategy (Statement of intent)</td>
<td>Simon Nokes/John Holden</td>
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<tr>
<td>11th January 2019</td>
<td>Phil Swan/Helen Wilding</td>
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<tr>
<td>Digital</td>
<td>Gemma Marsh/Nat Ainsworth</td>
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<tr>
<td>Item 5</td>
<td>7th December 2018</td>
<td>16th November 2018</td>
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<tr>
<td>Welfare Reform &amp; Work and Health</td>
<td>Mat Ainsworth</td>
<td>Gemma Marsh</td>
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<td></td>
<td>DWP representative attending</td>
<td>Report to CA in January</td>
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<tr>
<td>Brexit</td>
<td>Simon Nokes</td>
<td>Gemma Marsh/Mat Ainsworth</td>
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<td>BREXIT – an update on the potential implications/impacts of the latest BREXIT deal progress for the GM economy, and in particular its impact on GM’s growth sectors</td>
<td>Skills/Employment – an progress update on all skills/employment issues and programmes</td>
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<td>Culture</td>
<td>Internationalisation</td>
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<td></td>
<td>Alison Gordon</td>
<td>John Steward/Mark Hughes</td>
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<td></td>
<td>Culture – an update on the development of the Cultural Strategy</td>
<td>Internationalisation – an update on the implementation of the Internationalisation Strategy, including Trade and Investment</td>
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<tr>
<td>Industrial Strategy/Devolution</td>
<td>Simon Nokes/John Holden</td>
<td>Mayor of Greater Manchester Andy Burnham</td>
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<tr>
<td></td>
<td>Industrial Strategy/Devolution – an update on the development of the Local Industrial Strategy and areas emerging for potential further Devolution conversations with Government and its relationship with the GMSF.</td>
<td>Mayor of Greater Manchester Andy Burnham</td>
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<tr>
<td>GMS 6 Month Update and refresh</td>
<td>Mayor of Greater Manchester Andy Burnham</td>
<td>Mayor of Greater Manchester Andy Burnham</td>
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<td></td>
<td>GMS – a progress report on implementation of the GMS and latest performance dashboard</td>
<td>Mayoral update including: Government engagement and support for Northern Powerhouse agenda</td>
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<tr>
<td>Date</td>
<td>Topic</td>
<td>Presenter(s)</td>
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<tr>
<td>12th October 2018</td>
<td>Northern Powerhouse</td>
<td>Simon Nokes/John Holden</td>
<td>Northern Powerhouse – an update on Northern Powerhouse (NPH) work, including GM’s contribution to driving NPH in key areas such as trade, science, energy, visitor economy etc.</td>
</tr>
<tr>
<td></td>
<td>AEB Procurement</td>
<td>Gemma Marsh</td>
<td>Report to CA 26 October 2018.</td>
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<td></td>
<td>Work and Skills Underspend</td>
<td>Gemma Marsh</td>
<td>Report to CA 26 October 2018.</td>
</tr>
<tr>
<td>21st Sep 2018 –</td>
<td>Business</td>
<td>Alison Gordon/Donna Edwards</td>
<td>Business – an update on work in GM’s prime capability and large employment sectors including Business Start Up, Growth and Innovation</td>
</tr>
<tr>
<td></td>
<td>Science</td>
<td>Alison Gordon</td>
<td>Science – an update on investment in, and commercialisation of, GM’s science assets building on the Science and Innovation Audit</td>
</tr>
</tbody>
</table>
|               | Local Industrial Strategy    | John Holden                                     | Update on the:                                                                                              
|               |                              |                                                  | • Work of the Greater Manchester Independent Prosperity Review whose analysis will support the development of GM’s Industrial Strategy                                                                 |
|               |                              |                                                  | • Scope of the research studies and call for evidence to enable GM stakeholders to submit evidence to support the Greater Manchester Independent Prosperity Review’s analysis. |
|               |                              |                                                  | • Meetings with businesses, VCSE representatives, GM districts, and other stakeholders which will shape the October consultation document and event.                                                   |
|               |                              |                                                  | • Policy development workshops taking place with leading national and Northern think tanks.                                                                                                               |
| 17th August 2018 | Culture                      | Alison Gordon                                   | Culture – an update on the cultural grants programme, cultural strategy and Great Places project                                                 |
|               |                              |                                                  | To include the following (at the Committee’s request)                                                                                             
|               |                              |                                                  | • Places where grants were spent under the old programme and the new                                                                               |
|               |                              |                                                  | • Geographic information which includes both location in GM and the reach of beneficiary organisation’s activities                        |
|               | Digital                      | Phil Swan/Helen Wilding                          | Digital – an update on the implementation of the main areas of the Digital Strategy – including Digital Infrastructure, Skills, Inclusion, Business/Sector Growth and Profile |
| 13th July 2018 | Brexit                       | John Holden                                     | BREXIT – an update on the potential implications/impacts of the latest BREXIT deal                                                                   |
## Items considered in 2017-18 by the Committee

<table>
<thead>
<tr>
<th>Date</th>
<th>Item Description</th>
<th>Officer(s)</th>
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</thead>
<tbody>
<tr>
<td>13.04.18</td>
<td>GM Strategy Implementation Plan Update</td>
<td>John Steward/Mark Hughes</td>
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<td></td>
<td>GMSF and its impact on Employment Land and Economic Growth</td>
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<td>Skills Capital</td>
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<td>Working Well – Early Help Pilot</td>
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<tr>
<td>8th June 2018</td>
<td>Manchester Airport Economic Impact as a significant asset</td>
<td>Charlie Cornish</td>
</tr>
<tr>
<td></td>
<td>Long term plans and investment for organisation and way that Manchester Airport supports GM’s growth ambitions as well as its performance against similar airports</td>
<td></td>
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<tr>
<td></td>
<td>Low Pay/Report on Task and Finish Group ‘A Fair Economy and Fair Wages’</td>
<td>Alan Harding</td>
</tr>
<tr>
<td></td>
<td>To understand the challenge that low pay presents to the GM Economy and wider aspirations including policy interventions</td>
<td>Task and Finish Group report back on ‘A Fair Economy and Fair Wages’</td>
</tr>
<tr>
<td></td>
<td>Adult Education Budget</td>
<td>Gemma Marsh</td>
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<tr>
<td></td>
<td>To be updated on the setting of the process/technical solution to implement what has already been agreed as part of the Devolution agreement.</td>
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<td></td>
<td>Amendment to Skills Funding</td>
<td>Gemma Marsh</td>
</tr>
<tr>
<td></td>
<td>Item Committee picked up from the key decisions register - GMCA Approval from DfE &amp; Cabinet Office to extend &amp; amend the use of funding in line with original business case to support apprenticeships supply, demand and development, youth welfare to work, careers agenda</td>
<td></td>
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<tr>
<td></td>
<td>LGF Application – Skills Capital</td>
<td>Gemma Marsh</td>
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<tr>
<td>Date</td>
<td>Topics</td>
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</table>
| 09.03.18   | • Business Start Ups  
              • Graphene/ Advanced Materials 
              • Funds for Strategic Projects post 2020 (Impact of Brexit on EU Funded Programmes in GM) |
| 09.02.18   | • GM Industrial Strategy  
              • Greater Manchester Strategy Performance Management Dashboard  
              • GM Digital Strategy & Implementation Plan |
| 19.01.18   | • Work and Skills Update  
              • Careers and Enterprise Network  
              • Low skills and long term unemployed |
| 08.12.17   | • Manchester Airport/Enterprise Zone  
              • GM Internationalisation Strategy |
| 10.11.17   | • Digital Business (including actions from the Digital Summit)  
              • Treasury Discussions regarding the Autumn Budget & Government’s Commitment to the Northern Powerhouse  
              • Employer Engagement Strategy |
| 13.10.17   | • GMCA Cultural Funding/S48 AGMA Grants  
              • GM Strategy Implementation Plan |
| 08.09.17   | • Greater Manchester’s Skills and Work System: Opportunities and Challenges  
              • Local Growth Fund: Update on Progress to Date |
Date: 12th April 2019

Subject: Update on the GM Business Productivity and Inclusive Growth Programme

Report of: Cllr Sir Richard Leese, Portfolio Lead Leader for Economy and Jim Taylor, Portfolio Lead Chief Executive for Economy

PURPOSE OF REPORT

To update Scrutiny Committee on the GM Business Productivity and Inclusive Growth Programme and the Made Smarter Programme

RECOMMENDATIONS:

Scrutiny is asked to:

- Discuss activity underway to deliver the GM Business Productivity and Made Smarter Programmes.

CONTACT OFFICERS:
Donna Edwards, MD for Business Support & Business Finance, The Growth Company
Donna.Edwards@growthco.uk

Alison Gordon, Assistant Director – Business, Innovation and Enterprise, GMCA
Alison.gordon@greatermanchester.gov.uk
1. **BACKGROUND**

1.1 At September 2018’s Economy, Business Growth and Skills Overview and Scrutiny Committee meeting, members were provided with a paper on the Greater Manchester Business Productivity and Inclusive Growth Programme, part of an ambitious £45m programme led by Greater Manchester’s Business Growth Hub, part of The Growth Company.

1.2 The programme is funded by LGF (£15M), local authority contributions via retained business rates (£11M), and EU funds (£18.8M). The Programme focuses on delivering sustainable and inclusive growth that all of Greater Manchester and its businesses can benefit from, and on making the business base more resilient as Brexit approaches.

1.3 The programme has a universal element, but largely targets support on those businesses with the greatest potential and ability to grow and/or improve their productivity, whilst also supporting Greater Manchester’s strategic aim, as set out in the GMS of creating a thriving, inclusive economy with a focus on raising productivity by harnessing the strengths of GM’s people, assets and places.

1.4 With a clear focus on supporting businesses looking to grow through innovation, investment, internationalisation and workforce development, the range of services provided allow businesses to access a variety of support from light-touch information services, to more intensive support programmes and access to financial products.

1.5 The programme is based around four modules, each with its own specific focus and which operate across sectors and place. These four modules began at various stages between Q2 and Q4 2018-19, in part to ensure alignment with related ERDF programmes:

- Module A: Start-Up Programme
- Module B: Business Growth Programme
- Module C: Technology Co-Investment Fund
- Module D: Targeted Programme

1.6 The Business Growth Hub’s ERDF projects were contracted at the end of March and the team is now in the process of agreeing output and expenditure profiles across all areas with the CA. These are expected to be agreed by 30th April 2019.

1.7 Given that the programme is currently in its infancy, much of the activity that has taken place to date has focussed on planning and set up, however, this paper sets out initial progress made across the programme to date.
2. BUSINESS PRODUCTIVITY PROGRAMME - Module A – Start-up Programme

2.1 This £2.5m programme commenced Q4 2018-19 and provides support through pre-start up, start-up and scale-up stages of the business life-cycle across all ten local authorities.

2.2 To date, all procurement activities have taken place to ensure the most appropriate providers are on board and staff have been recruited into the relevant areas. Programmes have been devised to meet market need and the Business Growth Hub is working closely with relevant partners across Greater Manchester. A cohort of Spark2Scale (15 businesses) has already taken place and has exceeded all targets within this first quarter of delivery. The impact of these will be collected over the next 6 months.

3. BUSINESS PRODUCTIVITY PROGRAMME - Module B – Business Growth Programme

3.1 The Business Growth Hub is currently in the process of a restructure to ensure it has the most efficient and effective structure in place to achieve its contractual targets, work closely with stakeholders to ensure it is delivering what GM needs and identify those businesses and start-ups which will have the greatest economic impact and improvements around productivity.

3.2 As part of this restructure, work is underway to introduce a new Account Management approach. This new function is being introduced to specifically focus on relationship management with those businesses with the highest growth potential. This will ensure they are able to access the most relevant support from the Business Growth Hub, The Growth Company and wider GM network of support. This will also ensure that impacts are closely monitored/reported.

3.3 Procurement activities have been undertaken to ensure that the team is able to work with the most appropriate providers and associates over the next three years, and delivery has commenced in a number of areas including Leadership and Management, Greater Connected, Recipe4Success, Switched On and the Masterclass programme. Programmes have been developed/amended to ensure that KPIs are achieved on an ongoing basis and to date, all quarterly targets have been achieved.

3.4 The teams have been working with an increasing numbers of businesses ensuring that they continue to work intensively with those businesses who will add most benefit to GM, along with lighter touch programmes for those businesses with slower rates of growth potential.

3.5 Data collection has also been prioritised, with further development of the CRM system and data analyst/business intelligence resources. This will enable the Business Growth Hub to provide much more detail on the impact of the services going forward. Work has also started to look at digital diagnostics to ensure a more consistent approach, better informed referrals and the capture of more qualitative data.
3.6 All teams capture base line inclusive growth data as part of their initial meeting with a client, this is measured at the end of an intervention to see where changes have been made around volunteering and giving back, real living wage, using local suppliers and zero hours contracts. The Growth Hub’s People, Skills and Talent team is providing intensive support to businesses to improve what they do in relation to inclusive growth and social value.

4. BUSINESS PRODUCTIVITY PROGRAMME - Module C: Technology Co-Investment Fund

4.1 The GM Tech Co-Investment Fund (TCF) is a seed and early stage co-investment fund that invests in technologies and innovations. Co-investment is a two-way process, allowing selected private investment partners and the TCF to bring forward investment opportunities to each other. The TCF aims to close rounds of investment and generate a portfolio of investee businesses each with a wide range of different investment partners.

4.2 Co Angel is the brand through which TCF supports syndicates of business angels who link up with early stage businesses to help them bridge their funding gap and prepare businesses for more structured growth.

4.3 The programme has generated significant demand to date, with investments of £500,000 closed during Q4.

4.4 Two new Investment Managers have been recruited to drive both new Angel Investor and Co-investment partner recruitment, in addition to building and improving the quality of the pipeline.

4.5 The team has joined the Accelerate Places co-working space to collocate with innovative early stage DCT businesses and co-funders, AXM VC and Campus Capital.

4.6 Additional resource has enabled attendance at many more events across the North West, building the profile of the service and the available funding to businesses.

4.7 Many of the businesses supported are young and growing by definition and require a range of business support services at different points in their development and we both contribute directly and signpost to other partners to provide support.

4.8 At present the demand is very high for businesses seeking funding, and therefore the focus remains on building relationships with new and existing angels and co-funders (VCs etc), to better understand their investment criteria.

5. BUSINESS PRODUCTIVITY PROGRAMME - Module D: Greater Manchester Targeted Programme

5.1 Large Companies - Recruitment of the Key Account Managers has commenced with interviews taking place in April. We anticipate that the majority will be place by the end of May 2019. Comprehensive induction plans are being prepared alongside a Key Account Management training package.
The team will focus on large organisations employing 250+ staff. Whilst this team will focus on large employers, the account management methodology will be applied to ERDF programmes going forward to ensure consistency of approach across all teams engaging GM clients.

Discussions have also commenced with Local Authorities to agree a joined-up approach for clients with touch points across different providers and stakeholders. There will be quarterly meetings held to brief Account Managers directly on their propositions, selling story, client ‘hooks’, benefits etc, better enabling the AM’s and KAM’s to link clients to the most appropriate support services.

The Large Company Account Managers are targeted to support a minimum of 162 businesses and to generate a minimum of 200 job roles across the duration of the contract.

5.2 **Global Scale-up Programme** - The global scale-up programme officially launched in March 2019. The launch was the kick start of the campaign to recruit businesses onto the programme. To date, 100 applications have been received and the project is ahead of forecast to reach the application target of 250 prior to the application deadline of 8th May. The target outputs for this programme are 50 business assists (12 hour support) and 100 jobs created. Additional impact that we will be recording are new products to market, number and value of sales, new export markets, funds raised, new partnerships. These no-contractual targets will be set this quarter.

The programme has gained significant PR, and the first international visit in June has been secured.

A targeted marketing campaign has been launched, which creates ‘lookalike audiences' based on the business characteristics of clients meeting the criteria for the programme. This approach has meant that most leads generated by social media targeting are not existing Business Growth Hub clients and, therefore, this has also produced increased lead generation opportunities for other services.

The programme is being promoted across each local authority, ensuring a broad range of clients is in place for the pilot of 50 for the duration of the contract. Applications are regularly reviewed, along with the use of website analytics, confirming there is take up from a diverse set of businesses.

Overall targets for the GSU programme are 50 businesses supported, with an increase in employment of 100 roles, as a minimum.

5.3 **Manufacturing Project** - The Manufacturing LGF funded programme now has one specialist Advisor dedicated to the development of the programme and service design activity. Work has focused on researching and understanding the gap in existing service provision which this targeted programme needs to meet, as a result of changes to the operating landscape with the introduction of the Made Smarter programme.
The LGF programme will focus on supporting clients to achieve increased productivity, driving circular economy behaviour and servitisation of clients’ business models. This will provide economic impacts, social value, deliver inclusive growth and address climate impacts by focusing on sourcing materials and people locally, as well as product life cycles and product end of life implications. An initial pilot is now underway with three businesses supported over the last quarter. Once the pilot has been reviewed the focus will move to full roll out and the recruitment of new businesses onto the programme. Procurement activity will be taking place to bring associates on board to support this delivery. Targets for this programme are 50 businesses supported and 100 jobs created and to date 2 businesses have been supported against a target of 3.

5.4 **DCT ‘Amplify’ Programme** - This element of the LGF programme aims to support 45 businesses and create 100 jobs. The programme will have 3 cohorts in total, and the first is progressing well, with 13 assists achieved to date against a target of 14.

Amplify Board Advisors are experts in the digital, creative and tech field who have experience of starting and running a business in the sector and who have been contracted by the core delivery partner to provide 9 days of advisory support to the business they are assigned to. This terminology (Board Advisor) was chosen to avoid conflict with existing Business Growth Hub Advisors. Clients on the programme have received a substantial portion of their Board Advisor support over the course of Q4.

The first cohort consists of businesses from across Greater Manchester, including Salford, Trafford, Wigan and Rochdale, in an attempt to deliver assists and jobs across the region and provide opportunities for residents in all areas.

The Project Manager maintains a relationship with every business on the programme throughout the duration of their cohort (the current cohort finishes in June 2019).

A mid programme review was undertaken in February where high level learnings were drawn out about the different components of the programme. Following this, some improvements will be made to the on-boarding process for the next cohort, in particular ensuring we are in a good position to communicate with the entire leadership team of each businesses, rather than just one business leader.

5.5 **Local Authority Frameworks** - Since September last year, further rounds of engagement have been held with local authorities to continue to develop the local frameworks of collaboration with the Business Growth Hub. Building on local reviews and strategies and considering local priorities in terms of sector, thematic support and places, the Growth Hub will work with local authorities to ensure that appropriate services are provided and where necessary co-produced, to address local needs and aspirations.
Whilst local delivery targets will not be set, these frameworks will provide mechanisms through which existing and emerging priorities can worked on together and levels of activity and impact will be reported on across sectors, services and geography (including at ward level if required).

The development of account management approaches and the recruitment of Business Growth Hub Account Managers, with a primary focus on local authority economic footprints, will enable these frameworks to develop detailed and targeted delivery and marketing activities in each LA area. Working together at a local level, lists of targeted ‘growth companies’ will be shared and developed to ensure that supported is marketed and directed to those businesses with the greatest potential to deliver growth as well as inclusivity and positive environmental impacts. The creation of the account management function will also provide clear and co-ordinated lines of operational communication between the Growth Hub and LAs.

6. MADE SMARTER PROGRAMME

6.1 The Made Smarter NW Pilot formally launched to SMEs in January 2019, following the soft launch at Digital Manufacturing Week in November 2018. The pilot will run from October 2018 to March 2021, with a budget of £20 million for lifetime of the programme. The GMCA is the accountable body and The Growth Company is responsible for the operational delivery, in partnership with the 5 NW LEPs/Growth Hubs and Lancaster University.

The key outcomes for the pilot are:

- £115M increase in GVA
- 3000 SMEs engaging
- 480 IDT projects
- 100 SME Leaders undertaking the Made Smarter Leadership Programme
- 300 student placements
- 20 tech start ups

6.2 Governance - The Northwest Steering Group is established and is meeting on a bi-monthly basis to oversee performance and is a mix of both large and SME manufacturing businesses. Andrea Thompson, MD Europe and International, BAE Systems is chairing the group. The NW Pilot now participates in the national strategic implementation group activity chaired by Juergen Maier CEO of Siemens UK and GM LEP member, and the new Head of External Relationships and Marketing is a member of the National Commission’s Marketing and Comms sub group to ensure that lessons being learned in NW are shared and activities are aligned.

A key focus for the Steering Group has been the development of Marketing, Messaging and Communication Strategies so that the pilot can test and measure what is or is not working in terms of engaging SMEs to adopt digital technologies in their businesses. The pilot will also work with large manufacturers and their supply chain to see if this is a more effective route to effect change.
Steer Economics has been procured to undertake the mid-term and summative evaluation and this contract is being managed by GMCA.

6.3 **Recruitment** - As at March 2019 the NW Pilot team is in place except for 4 Specialist IDT Advisers and the Organisational & Development Specialist. At full headcount the team will be c22. Innovate UK is providing additional support and technical expertise as part of the recruitment process and SME diagnostic/project identification activity.

6.4 **Marketing & PR** - A marketing strategy, together with messaging guideline is in development. The national Made Smarter website is now being managed by the pilot team and a series for workshops have taken place to develop the website to improve the customer journey. These have produced a range of personal and user stories to ensure that the target audience is engaged.

PR and Media campaigns are now running and during February this produced 478,658 Opportunities to see; 25 articles across 19 platforms and 15 regional and 10 national press articles.

The Made Smarter team has partnered and delivered a number of events in the first quarter of 2019, working with intermediaries and strategic partners such as Growth Hubs, Autodesk, Santander and Pinsent Mason. An event was also held with banks, accountants and solicitors in Greater Manchester, sponsored by Natwest, to test how these can be used as a route to market. Feedback has shown that there is an appetite for more information to better understand what industrial digitalisation is to help inform their clients, and a willingness to support by amplifying messages to reach more of the target group. These will now be run across NW.

6.5 **Activity** - To date 247 SMEs have engaged and these are split by LEP area and work in progress as shown below:

<table>
<thead>
<tr>
<th></th>
<th>New Lead</th>
<th>Engaged</th>
<th>Triage</th>
<th>Application WIP</th>
<th>Project Submitted</th>
<th>Project Approved</th>
<th>Referral / Closed</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cheshire &amp; Warrington</td>
<td>8</td>
<td>17</td>
<td>3</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>4</td>
<td>32</td>
</tr>
<tr>
<td>Cumbria</td>
<td>5</td>
<td>19</td>
<td>-</td>
<td>-</td>
<td>2</td>
<td>-</td>
<td>5</td>
<td>31</td>
</tr>
<tr>
<td>Greater Manchester</td>
<td>40</td>
<td>29</td>
<td>2</td>
<td>2</td>
<td>-</td>
<td>-</td>
<td>6</td>
<td>79</td>
</tr>
<tr>
<td>Lancashire</td>
<td>23</td>
<td>17</td>
<td>3</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>54</td>
</tr>
<tr>
<td>Liverpool City Region</td>
<td>12</td>
<td>27</td>
<td>5</td>
<td>2</td>
<td>1</td>
<td>1</td>
<td>3</td>
<td>51</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>88</strong></td>
<td><strong>109</strong></td>
<td><strong>13</strong></td>
<td><strong>5</strong></td>
<td><strong>4</strong></td>
<td><strong>2</strong></td>
<td><strong>26</strong></td>
<td><strong>247</strong></td>
</tr>
</tbody>
</table>

Focussed campaigns in Cheshire and Cumbria have improved position in these areas, and bespoke campaigns are being planned across the NW to tailor messages and work with the Growth Hubs in each.

We are now starting to see projects coming to panel, and 2 projects have now been approved (data/systems integration and Process control/data acquisition/analytics/AI). 4 more are at submission stage, with the pipeline building. We are using the Digital Readiness Tool (DRT) and 4Manufacturing diagnostic tool to test their usefulness/relevance and diagnostic capabilities for the programme.
6.6 **Skills Activity** - The Made Smarter Leadership & Management programme, designed and delivered by Lancaster University, is now recruiting SMEs, with first cohort to commence on 21/5. The ten-month programme is open to a limited number of North West business leaders who work within SME manufacturing (or a closely related sector). Those who take part will gain the insight and skills to enable the adoption of digital technologies within their business.

Through a mix of workshops hosted at Lancaster University, site-visits to a range of ‘smart’ SME manufacturers around the region, and facilitated learning sessions, participants will learn how to take a systematic approach to adopting hi-tech and digitally-based manufacturing techniques into their own production processes.

They will receive an audit to reveal how digital-ready their business currently is, how to measure the true impact and value of any changes they make to the way they work, and how to successfully bring employees and other stakeholders along on their journey of business transformation to enable change.

Other parts of the programme, which will be delivered jointly by Lancaster University Management School’s management experts and leading business practitioners already using smart technology, will include special project sprints.

7. **RECOMMENDATIONS**

7.1 The recommendations can be found at the front of this report.
ANNEX A

Outputs to March 2019

Module A: Start-ups programme

<table>
<thead>
<tr>
<th>Output</th>
<th>Cumulative target</th>
<th>Cumulative actual</th>
<th>%</th>
<th>All Years</th>
<th>Remaining</th>
</tr>
</thead>
<tbody>
<tr>
<td>Businesses assisted</td>
<td>0</td>
<td>10</td>
<td>n/a</td>
<td>350</td>
<td>340</td>
</tr>
<tr>
<td>Jobs created</td>
<td>0</td>
<td>0</td>
<td>n/a</td>
<td>150</td>
<td>150</td>
</tr>
<tr>
<td>Entrepreneurs supported</td>
<td>0</td>
<td>38</td>
<td>n/a</td>
<td>1300</td>
<td>1262</td>
</tr>
<tr>
<td>New business start ups</td>
<td>0</td>
<td>0</td>
<td>n/a</td>
<td>270</td>
<td>270</td>
</tr>
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</table>

Module B: Business growth programme

<table>
<thead>
<tr>
<th>Output</th>
<th>Cumulative target</th>
<th>Cumulative actual</th>
<th>%</th>
<th>All Years</th>
<th>Remaining</th>
</tr>
</thead>
<tbody>
<tr>
<td>Businesses assisted</td>
<td>131</td>
<td>141</td>
<td>108%</td>
<td>2575</td>
<td>2434</td>
</tr>
<tr>
<td>Businesses assisted receiving IDB support</td>
<td>0</td>
<td>0</td>
<td>n/a</td>
<td>192</td>
<td>192</td>
</tr>
<tr>
<td>Jobs created</td>
<td>13</td>
<td>2*</td>
<td>15%*</td>
<td>1012</td>
<td>1010</td>
</tr>
<tr>
<td>Greenhouse gases reduction (tonnes)</td>
<td>0</td>
<td>0</td>
<td>n/a</td>
<td>5735</td>
<td>5735</td>
</tr>
</tbody>
</table>

* Cumulative Target submitted, with 2 verified to date.

Module C: Targeted programme

<table>
<thead>
<tr>
<th>Output</th>
<th>Cumulative target</th>
<th>Cumulative actual</th>
<th>%</th>
<th>All Years</th>
<th>Remaining</th>
</tr>
</thead>
<tbody>
<tr>
<td>Businesses assisted</td>
<td>17</td>
<td>16</td>
<td>93%</td>
<td>307</td>
<td>302</td>
</tr>
<tr>
<td>Jobs created</td>
<td>0</td>
<td>0</td>
<td>n/a</td>
<td>500</td>
<td>500</td>
</tr>
</tbody>
</table>

Module D: Tech co-investment programme

<table>
<thead>
<tr>
<th>Output</th>
<th>Cumulative target</th>
<th>Cumulative actual</th>
<th>%</th>
<th>All Years</th>
<th>Remaining</th>
</tr>
</thead>
<tbody>
<tr>
<td>Businesses assisted (investments)</td>
<td>10</td>
<td>9</td>
<td>90%</td>
<td>47</td>
<td>37</td>
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<tr>
<td>Jobs created</td>
<td>30</td>
<td>13.5</td>
<td>45%</td>
<td>237</td>
<td>223.5</td>
</tr>
</tbody>
</table>
ANNEX B

GLOSSARY

Amplify
Cohort programme for Digital, Creative and Tech businesses providing over 15 days of support in a variety of formats, including a European Study Trip to learn from industry leaders, a Growth Sprint to help form a culture of continual incremental growth, and 9 days of one to one support from a dedicated Board Advisor with experience of scaling a company in the sector. The programme helps businesses elevate their growth ambitions and sustain momentum to execute against these ambitions.

Greater Connected
Cohort programme for Digital, Creative and Tech businesses providing 2.5 days of workshop-based support over 6-8 weeks. The programme helps them get to grips with their business ambitions and map out a clear route to growth, with support delivered by industry experts. Each cohort has roughly 15 businesses on it, with 5 cohorts taking place a year.

Leadership and Management
Executive development and workforce development support service split into 3 strands.

The Executive Development Programme is 12-18 hours of bespoke, tailored support delivered by externally procured specialists. It focusses on senior executives within businesses of 15+ staff and is delivered in the format best suited to the needs of the business e.g. can be a blend of 1 to 1 and 1 to many support.

Leaders of Today is a workforce development service consisting of 12 hours of support split into 4 sessions over a 1-month period. It is structured as a cohort programme and targets businesses with <15 employees, focusing on senior executives.

Leaders of Tomorrow is a workforce development programme which has the same structure as leaders of today (12 hours over 1 month), however, is aimed at the next line of managers within a business to promote internal development, progression and retention.

Recipe4Success
Recipe4Success is a six-month programme to escalate sustainable and comprehensive growth in the Food & Drink sector. Made up of masterclasses and development workshops with industry experts, Manchester Metropolitan University and the Department of International Trade; this programme culminates in a Meet the Buyer opportunity (past Meet the Buyer have been with Tesco, Morrisons, Holiday Inn, Food Service companies and regional pub groups). The programme is led by a Business Advisor who specialises in this sector and who also supports the participants on a one-to-one basis. Expert sessions cover strategic development, effective sales and marketing strategies, routes to market, understanding margins/promotions, buyer engagement and accessing finance plus specific regulatory/safety workshops. The
programme supports the growth and scaleup of businesses to succeed in this vibrant and growing sector.

**Spark2Scale**

Spark2Scale is a six-month programme to escalate sustainable and comprehensive growth amongst start-ups with the ambition to scale. Made up of six masterclasses and peer-to-peer learning sessions with industry experts, the programme is led by a team of four business advisers helping participants on a one-to-one basis. Expert sessions cover Strategic development, effective sales and marketing strategies, and accessing finance. Start-ups are equipped with analysis and modelling tools to develop the most effective business growth strategy and continue their upward trajectory.

**Switched On**

Switched On is a fully-funded business development programme designed to support SMEs in the Green Technologies and Services sector to grow. The masterclass programme provides delegates with the information and skills to grow their business by entering new markets, raising the company profile and growing a business’s sales pipeline. The programme is made up of 3 sessions that cover the broad themes: Business Planning, Sales and Marketing. For each theme (and where relevant) the course content includes specific information on the Green Technologies and Services sector – i.e. data analysis of the sector and growth statistics, relevant case studies, bespoke templates etc, details of relevant sector and market reports.
Date: 12th April 2019
Subject: Update on the GM and East Cheshire Science and Innovation Audit
Report of: Cllr Sir Richard Leese, Portfolio Leader for Economy and Business

PURPOSE OF REPORT
To update Scrutiny Committee on investment in, and commercialisation of GM’s science assets building on the Greater Manchester and Cheshire East Science and Innovation Audit.

RECOMMENDATIONS:
Scrutiny is asked to:

- Note and comment on investment and activity underway to support our science and innovation assets and ambitions

CONTACT OFFICERS:
Steven Heales, Head of Innovation and Science Commercialisation, GMCA
steven.heales@greatermanchester-ca.gov.uk
1. BACKGROUND

1.1 The last Science and Innovation update report to Scrutiny Committee in September 2018 outlined the key findings of the Greater Manchester and Cheshire East Science and Innovation Audit (SIA). This report provides an update on progress in putting those findings into action.

1.2 Greater Manchester Independent Prosperity Review - since the last Science and Innovation update report to Members, the Greater Manchester Independent Prosperity Review (IPR) has been published. The IPR provides an independent evidence base to inform the priorities of Greater Manchester’s Local Industrial Strategy. The IPR confirmed the important role of science and innovation in driving up productivity across Greater Manchester, with econometric analysis identifying that doubling the proportion of science and technology jobs in an economy could increase productivity by up to 4%.

1.3 The IPR reaffirmed the findings of the SIA and recommended that Greater Manchester continues to drive investment in new, highly productive activity at the frontier of innovation relating to health innovation, advanced materials, energy, digital and industrial biotechnology. It also identified that the city-region has an opportunity to use its clean growth ambitions to drive mission-based innovation. In addition the IPR found that the diffusion and adoption of innovation will be key to ensuring that Greater Manchester’s research excellence and science assets result in productivity gains for local industry.

1.4 The forthcoming Greater Manchester Local Industrial Strategy translate these findings into actions for local partners to drive forward, built around the two key objectives of supporting our globally competitive strengths and strengthening the foundations of our economy.

1.5 Greater Manchester Innovation Advisory Board - in order to provide strategic leadership and to drive action and following the best practice of other city-regions, a Greater Manchester Innovation Advisory Board has been convened. The Innovation Advisory Board, chaired by Mike Blackburn the GM LEP Chair, brings together local industry, universities and other science and innovation bodies quarterly to shape innovation priorities and to take ownership for their implementation. The local authority lead on the Board is the chief executive of Stockport Borough Council.

1.6 The Innovation Advisory Board is committed to driving increased investment into research and development, and increasing the take-up of national innovation funding in Greater Manchester.

2. PROGRESS SINCE SEPTEMBER 2018 IN SECURING INVESTMENT AND COMMERCIALISING GREATER MANCHESTER’S SCIENCE AND INNOVATION ASSETS

2.1 £10m has recently been awarded to the University of Manchester for the UK’s first Future Bio-manufacturing Research Hub. The Hub will accelerate the use
of biological resources to transform the manufacture of chemicals and materials as well as innovative renewable energy sources. Three UK manufacturing hubs have been funded that combined bring together 67 partners from industry, the public sector and seven universities.

2.2 £11m has been awarded to the University of Salford to develop a UK Centre of Excellence for Prosthetics and Orthotics, only one of two in the UK. Globally, 100 million people need prosthetic and orthotic devices and this is rising rapidly. Up to 60 people will be trained to doctoral level of the next eight years to undertake research and development in this field.

2.3 The national Industrial Digitisation Review identified potential for up to 3% annual growth in the manufacturing sector through adoption of industry 4.0 applications across the UK manufacturing base. The review found that small and medium firms remain particularly reluctant to adopt new technologies, citing concerns of cybersecurity and a lack of common standards. In response, Made Smarter was launched in November 2018. The 30 month £20m North West pilot, led by the Growth Company and regional business growth hubs, is supporting local enterprises to adopt industrial technology and management practices in order to boost productivity. It will enable engagement with 3,000 SMEs and aims to increase GVA by £115m.

2.4 The Growth Company has been awarded £3m European Regional Development Fund (ERDF) application to secure the Greater Manchester Business Growth Innovation Service to 2021. The Service supports local businesses to access knowledge and investment for commercial research and innovation. The Innovation Service includes close collaboration with four Greater Manchester universities as well as other local science and innovation centres, in order to simplify and coordinate business engagement. This will enable engagement with 580 local enterprises to 2021.

2.5 The GMCA has provided a £3m loan facility, alongside a £21m investment from Manchester City Council, in support of the creation of a world-leading precision medicine campus in the Corridor Manchester Enterprise Zone. The joint project with global diagnostics firm QIAGEN, is forecast to create and support up to 1,500 jobs and add £140m to GM’s economy over a decade. This project will anchor the life sciences sector in GM, by attracting related small and medium-sized enterprises to the Applied Health Innovation Campus, attracting and retaining university graduates, and reinforcing the city’s reputation at the cutting edge of innovation. The development of new diagnostic tests aimed at earlier detection of disease, and the development of personalised treatments, will benefit the residents of GM.

2.6 Work is continuing by the University of Manchester, to identify a developer for the 26 hectare city centre North Campus site based around Sackfield Street in the city of Manchester. This is known as ID (Innovation District) Manchester. The planned £1.5bn redevelopment has the potential to create over 6,000 high value jobs and will provide research facilities for advanced materials and health sciences. Civic leaders across Greater Manchester showcased Manchester’s
Innovation District at MIPIM, the global property convention in Cannes in March 2019.

2.7 The National Industrial Strategy Challenge Fund (ISCF) has committed £4.7bn over four years for investment in world-leading research and science commercialisation. Funding is being released through a series of national competitions. GMCA is working with Innovate UK, local universities and industry partners to respond to the pipeline of future Calls. Made Smarter has been resourced from the ISCF, and the next major funding opportunity will be the launch of an expected £98m national Call for a series of national healthy ageing testbeds.

2.8 The Strength in Places Fund (SiPF) is a national competition that takes a place-based approach to research and innovation funding, aiming to build on existing capabilities in order to grow local economies. The University of Manchester, in partnership with Manchester Science Partnerships Ltd, Health Innovation Manchester, and the GMCA and in collaboration with Manchester Metropolitan University and the University of Salford submitted an application. The bid aimed to enhance and transform businesses supplying the Health and Social Care sector through a tailored approach to the creation and growth of new firms, growing the capabilities/absorptive capacity of existing SMEs, and attracting national/internationally mobile inward business investment.

2.9 The Science and Technology Facilities Council (STFC) Hartree Centre based in Daresbury also led an application centred on the application of artificial intelligence for processing of materials chemistry. The proposal led by the STFC Hartree Centre was successful in moving to the second stage of the application process.

2.10 However the Greater Manchester University-led submission was not successful. 24 proposals progressed to Stage 2, with an expectation of 5 or 6 projects eventually expected to be selected for funding.

2.11 Greater Manchester partners involved in the bid remain committed to establishing a central element of the SiPF proposal, the Pankhurst Centre for health translation through alternative funding streams. A second round of Strength in Places funding is expected to be launched towards the end of 2019.

3. OVERVIEW OF INNOVATION AND SCIENCE COMMERCIALISATION INVESTMENTS ACROSS GREATER MANCHESTER

3.1 Since the publication of the SIA, significant progress has been made in securing investment to put the findings in to practice. These include:

3.2 **Graphene City:** The University of Manchester leads on graphene city, an ambitious vision that aims to create a thriving knowledge-based economy around 2D materials. To date at least £365m has been invested across three complementary institutes that have resulted in more than 300 researchers and businesses working on the commercialisation of graphene within Greater Manchester.
3.3 **Graphene Innovation Engineering Centre**: The most recent investment was the £60m Graphene Engineering Innovation Centre (GEIC), which is leading rapid development and scale up of graphene and other 2D materials applications. The GEIC formally launched in December 2018 and focuses on six application areas relating to composites, energy, membranes, inks and coatings, graphene production, and measurements and characterisation. The GEIC is part-funded through ERDF which enables engagement with 100 local enterprises to 2021.

3.4 **Bridging the Gap**: This small ERDF funded project led by the Graphene@Manchester team at the University of Manchester is focussed on supporting Greater Manchester businesses to work with the GEIC to innovate using graphene and 2D materials technology. This project will engage with 100 SMEs in Greater Manchester.

3.5 **Additive Manufacturing**: The UK is a world leader in additive manufacturing capability and is at the forefront of developing technology and commercial use cases. Manchester Metropolitan University’s Print City is a leading regional 3D printing and digital manufacturing centre. Recognising its high potential for growth, Manchester Metropolitan University has directly invested funding to provide facilities that enable SMEs to undertake small scale production and build mould making capability.

3.6 **Energy House Two**: The University of Salford’s Energy House is the only full-scale building in an environmental chamber in Europe, and the only full-scale test facility in a controlled environment in the world. In response to high demand from industry to access this facility, £16m funding has been secured, of which 8.2m is ERDF for Energy House Two. A larger two chamber facility with a higher degree of sensor sophistication and the ability to replicate more environmental conditions enables engagement with 100 local enterprises to 2020. Importantly, the increased scale and sophistication of the facility offers opportunities for further engagement with international firms recognising the excellence at the University of Salford.

3.7 **Fuel Cells**: Hydrogen is the most abundant element on Earth and hydrogen fuel cells are the rapidly advancing technology set to revolutionise commercial and domestic energy. The Hydrogen Fuel Cell Innovation Centre at Manchester Metropolitan University enables rapid prototyping for hydrogen-related fuel cell technology. £3.9m funding has been secured through ERDF to enable engagement with 50 local enterprises to 2020 to increase innovation and the adoption of this new technology.

3.8 **Digital Arts**: Greater Manchester has the largest digital sector outside London, employing 40,000 people in approximately 6,000 businesses and creating £2.7bn GVA in 2016. In order to drive further growth, Manchester Metropolitan University alongside GMCA have invested in the new £35m Manchester School of Digital Arts (SODA). This new school on the Oxford Road Corridor will bring together disciplines from multiple faculties to create the digital designers, producers and content makers of the future, as well as offering a wide range of training for employees across Greater Manchester and beyond. The nationally
significant School of Digital Arts (SODA) opens in 2021 and will address the skills and R&D needs of digital and creative industries.

3.9 **Cyber Security:** Greater Manchester is growing as a centre for digital excellence, as evidenced by the opening of a Government Communications Agency site (GCHQ) in 2019. The Cyber Foundry, a partnership between the University of Manchester, Manchester Metropolitan University, the University of Salford and Lancaster University has secured £3.2m of ERDF to deliver a programme of cyber innovation support and growth for SMEs in Greater Manchester. The CyberFoundry will support 45 GM businesses into university collaboration and provide support to 50 local enterprises to 2021.

3.10 Work is underway on the fit out for the Greater Manchester Cyber Innovation Centre, a £10m project being created to facilitate the growth of cyber security businesses in the region in the light of GCHQ’s investment. The Centre will be the cyber embassy for Greater Manchester and the wider region, providing collaborative space in which companies, universities and government can share best practice to tackle cyber threats. This approach is influenced by the models already in operation in Cyber London (CYLON) and Mach37 in the USA.

3.11 Within the next few weeks, MHCLG will issue a call for the final GMCA innovation related allocation of ERDF of £25m. Although applications will be considered which support the commercialisation of any of Greater Manchester’s science and innovation strengths, applications focussed on delivering applied health innovation will be particularly welcomed. The call will focus on three priority areas:

- Increasing entrepreneurship and business growth
- Improving the existing science base by clearly demonstrating an increase in commercialisation
- Expand and accelerate the commercialisation of Greater Manchester’s science assets, research or innovation.

Applicants will have to demonstrate how they will build on the scientific excellence in the Greater Manchester Higher Education Institutions and have strong private sector partner involvement and investment.

4. **RECOMMENDATIONS**

4.1 The recommendations can be found at the front of this report.