

Public Document Pack

GREATER MANCHESTER ECONOMY, BUSINESS GROWTH AND SKILLS OVERVIEW AND SCRUTINY COMMITTEE

DATE: Friday 11 October 2019

TIME: 2.00 - 4.00pm

VENUE: Boardroom, GMCA, Churchgate House, 56 Oxford Street, Manchester, M1 6EU

1. APOLOGIES

2. CHAIRS ANNOUNCEMENTS AND URGENT BUSINESS

(if any) at the discretion of the chair

3. DECLARATIONS OF INTEREST

1 - 4

To receive declarations of interest in any item for discussion at the meeting. A blank form for declaring interests has been circulated with the agenda; please ensure that this is returned to the Governance & Scrutiny Officer at the start of the meeting.

4. MINUTES OF THE MEETING HELD ON 13 SEPTEMBER 2019

5 - 16

To consider the approval of the minutes of the meeting held on 13 September 2019, as a correct record.

**5. GREATER MANCHESTER LOCAL INDUSTRIAL STRATEGY
IMPLEMENTATION**

17 - 42

A report of Sir Richard Leese, Deputy Mayor for Business/Economy and Jim Taylor, Portfolio Lead Chief Executive for Business/Economy.

6. APPRENTICESHIPS IN GREATER MANCHESTER

43 - 60

A report of Sean Fielding, Portfolio Lead for Education, Skills, Work and Apprenticeships. The report will be presented by Gemma Marsh (Assistant Director of Skills, Policy, Strategy and Delivery, GMCA) and Nic Hutchins (Principal Skills Manager (Apprenticeships & Technical Education, GMCA)

7. UPDATE ON THE GM BUSINESS PRODUCTIVITY AND INCLUSIVE GROWTH PROGRAMME 61 - 74

A report of Cllr Sir Richard Leese, Portfolio Lead Leader for Economy and Jim Taylor, Portfolio Lead Chief Executive for Economy. The report will be presented by Donna Edwards (The Growth Company)

8. BREXIT PREPAREDNESS UPDATE (VERBAL ITEM)

John Holden to provide a verbal update on the current status of Brexit preparations.

9. WORK PROGRAMME 75 - 78

Report of Joanne Heron, Statutory Scrutiny Officer, GMCA

10. ITEMS FOR INFORMATION

11. REGISTER OF KEY DECISIONS

[HTTPS://WWW.GMCAMEETINGS.CO.UK/DOWNLOADS/FILE/1208/REGISTER OF KEY DECISIONS - PUBLISHED 27 AUGUST 2019](https://www.gmcameetings.co.uk/downloads/file/1208/register-of-key-decisions-published-27-august-2019)

12. DATE OF NEXT MEETING

Friday 8 November at 2pm, GMCA Offices

MEMBERSHIP OF THE COMMITTEE FOR THE CURRENT MUNICIPAL YEAR

Councillor Michael Holly	Rochdale;
Councillor Barry Brotherton	Trafford;
Councillor Mudasir Dean	Bolton;
Councillor Susan Haworth	Bolton;
Councillor June Hitchen	Manchester;
Councillor Stephen Homer	Tameside;
Councillor George Hulme	Oldham;
Councillor Jim King	Salford;
Councillor Colin MacAlister	Stockport;
Councillor Daniel Meredith	Rochdale;
Councillor Luke Raikes	Manchester;
Councillor Charles Rigby	Wigan;
Councillor Kerry Waters	Stockport;
Councillor Mary Whitby	Bury;
Councillor Michael Winstanley	Wigan;

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

Alternatively, contact the following Governance & Scrutiny Officer:

✉ lee.teasdale@greatermanchester-ca.gov.uk

☎ 0161 778 7000

This agenda was issued on 3 October 2019 on behalf of Julie Connor, Secretary to the
Greater Manchester Combined Authority, Churchgate House, 56 Oxford Street,
Manchester M1 6EU

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ECONOMY, BUSINESS GROWTH AND SKILLS OVERVIEW AND SCRUTINY COMMITTEE

Declaration of Councillors' Interests in Items Appearing on the Agenda

NAME: _____

DATE: _____

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Minute Item No. / Agenda Item No.	Nature of Interest	Type of Interest
		Personal / Prejudicial / Disclosable Pecuniary
		Personal / Prejudicial / Disclosable Pecuniary
		Personal / Prejudicial / Disclosable Pecuniary
		Personal / Prejudicial / Disclosable Pecuniary

Please see overleaf for a quick guide to declaring interests at GMCA meetings.

QUICK GUIDE TO DECLARING INTERESTS AT GMCA MEETINGS

This is a summary of the rules around declaring interests at meetings. It does not replace the Member's Code of Conduct, the full description can be found in the GMCA's constitution Part 7A.

Your personal interests must be registered on the GMCA's Annual Register within 28 days of your appointment onto a GMCA committee and any changes to these interests must notified within 28 days. Personal interests that should be on the register include:

- Bodies to which you have been appointed by the GMCA
- Your membership of bodies exercising functions of a public nature, including charities, societies, political parties or trade unions.

You are also legally bound to disclose the following information called DISCLOSABLE PERSONAL INTERESTS which includes:

- You, and your partner's business interests (eg employment, trade, profession, contracts, or any company with which you are associated)
- You and your partner's wider financial interests (eg trust funds, investments, and assets including land and property).
- Any sponsorship you receive.

FAILURE TO DISCLOSE THIS INFORMATION IS A CRIMINAL OFFENCE

STEP ONE: ESTABLISH WHETHER YOU HAVE AN INTEREST IN THE BUSINESS OF THE AGENDA

If the answer to that question is 'No' – then that is the end of the matter. If the answer is 'Yes' or Very Likely' then you must go on to consider if that personal interest can be construed as being a prejudicial interest.

STEP TWO: DETERMINING IF YOUR INTEREST PREJUDICIAL?

A personal interest becomes a prejudicial interest:

- where the well being, or financial position of you, your partner, members of your family, or people with whom you have a close association (people who are more than just an acquaintance) are likely to be affected by the business of the meeting more than it would affect most people in the area.
- the interest is one which a member of the public with knowledge of the relevant facts would reasonably regard as so significant that it is likely to prejudice your judgement of the public interest.

FOR A NON PREJUDICIAL INTEREST

YOU MUST

- Notify the governance officer for the meeting as soon as you realise you

FOR PREJUDICIAL INTERESTS

YOU MUST

- Notify the governance officer for the meeting as soon as you realise you

have an interest

- Inform the meeting that you have a personal interest and the nature of the interest
- Fill in the declarations of interest form

TO NOTE:

- You may remain in the room and speak and vote on the matter
- If your interest relates to a body to which the GMCA has appointed you to you only have to inform the meeting of that interest if you speak on the matter.

have a prejudicial interest (before or during the meeting)

- Inform the meeting that you have a prejudicial interest and the nature of the interest
- Fill in the declarations of interest form
- Leave the meeting while that item of business is discussed
- Make sure the interest is recorded on your annual register of interests form if it relates to you or your partner's business or financial affairs. If it is not on the Register update it within 28 days of the interest becoming apparent.

YOU MUST NOT:

- participate in any discussion of the business at the meeting, or if you become aware of your disclosable pecuniary interest during the meeting participate further in any discussion of the business,
- participate in any vote or further vote taken on the matter at the meeting

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**MEETING OF THE GREATER MANCHESTER COMBINED AUTHORITY (GMCA)
ECONOMY, BUSINESS GROWTH AND
SKILLS OVERVIEW AND SCRUTINY COMMITTEE
FRIDAY 13 SEPTEMBER AT 2.00 PM AT GMCA OFFICES, CHURCHGATE HOUSE**

Present: Councillor Michael Holly (in the Chair)

Bolton: Councillor Susan Haworth
Bury: Councillor Mary Whitby
Manchester: Councillor June Hitchen
Councillor Greg Stanton (substitute)
Oldham: Councillor George Hulme
Rochdale: Councillor Daniel Meredith
Salford: Councillor Jim King
Trafford: Councillor Barry Brotherton
Wigan: Councillor Charles Rigby
Councillor Michael Winstanley

In attendance

GMCA Marie-Clare Daly, Principal – Cultural Policy
GMCA Nick Fairclough, Strategy & Policy Officer
GMCA Alison Gordon, Assistant Director of Business Innovation & Enterprise
Bolton Councillor David Greenhalgh, Portfolio Holder for Culture
GMCA Joanne Heron, Statutory Scrutiny Officer
GMCA John Holden, Assistant Director of Research & Strategy
Wigan Alison McKenzie-Folan, Portfolio Lead Chief Executive for Culture
GMCA Kathryn Oldham, Chief Resilience Officer
Salford Jim Taylor, Portfolio Lead Chief Executive for Economy
GMCA Lee Teasdale, Governance & Scrutiny Officer

E73/19 APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors Musadir Dean (Bolton), Luke Raikes (Manchester), Kerry Waters (Stockport) and Stephen Homer (Tameside)

E74/19 CHAIRS ANNOUNCEMENTS AND URGENT BUSINESS

The Chair thanked Cllr Winstanley for having stepped in to cover the last meeting in the chair.

The Chair reminded Committee Members that some of their registered interest forms remained outstanding.

E75/19 DECLARATIONS OF INTEREST

There were no declarations of interest received.

E76/19 MINUTES OF THE MEETING HELD ON 12 JULY 2019

The minutes of the meeting held on 12 July 2019 were submitted for approval.

RESOLVED:

That the minutes of the meeting held on 12 July 2019 be approved as a correct record.

E77/19 CRICKET IN GREATER MANCHESTER

Jim Taylor (Portfolio Lead Chief Executive for Economy) introduced a report to the Committee which provided them with an overview of the proposed Cricket Strategy for Greater Manchester, the action plan that sat beneath it, and the funding requirements for taking the strategy forward.

It was advised that the Combined Authority had been approached by the England and Wales Cricket Board (ECB), Lancashire Cricket Club (LCC) and other cricketing bodies to agree a long-term partnership to deliver the sport in Greater Manchester (GM) and use it as a tool for delivery of the sport's long-term ambitions in the city region. The ECB, LCC, Chance to Shine (a cricketing charity), Cheshire Cricket Board and GreaterSport had proposed a partnership and action plan that would use cricket to improve young people's lives and create stronger, healthier communities in GM. This long-term partnership would allow for the leveraging of expertise, resources and influence of each partner to deliver outcomes that would make cricket flourish within GM's communities for the next generation.

The action plan focussed on creating a network of community run cricket facilities that would provide access to cricket in urban, non-traditional settings, and also deliver a range of cricket programmes that were focussed upon providing wide ranging benefits to communities across GM.

Over the three years of the partnership, it was proposed that the Strategy would promote the following:

- The installation of 100 new non-turf pitches to reduce inequality in access to sports facilities
- The building of three urban cricket centres that would become sporting and social community hubs
- The delivery of 14 new Chance to Shine street projects to provide the opportunity for disadvantaged young people to play sport
- Growing the South Asian Female Activators programme to engage socially isolated women in volunteering
- The delivery of Chance to Shine to 200 new primary schools to teach young children physical and social skills through cricket
- Growing the Healthy Hearts schools programme to teach children the importance of healthy lifestyles
- The delivery of Chance to Shine in 20 new secondary schools to improve resilience and leadership skills in teenage girls
- The delivery of a suite of employability programmes, including 30 "Volunteer It Yourself" projects at cricket clubs, to support young NEETs through education, training and into employment

- The provision of 5,000 tickets per year as part of Our Pass to mobilise the next generation into sport
- The piloting and launching of “The Hundred” clubs and schools programme to give people the opportunity to play a new, exciting format of cricket.

In order to achieve these aims, the programme would require a £600,000 contribution (over three years) from the GMCA, with an additional financial contribution towards the three urban cricket centres from host districts. Together, this funding commitment would unlock over £3 million of investment from the cricketing organisations.

The three urban cricket centres would each repurpose an existing site into a cricket focused community centre with indoor cricket facilities alongside further spaces that could be used for sport, education, community organisations, health services and any other community service. The partners were looking to accelerate the roll out of these centres in the city region by committing to building the three centres over the next three years. More than three GM districts had expressed an interest in hosting a centre, so the ECB would shortly conduct an exercise to identify the optimum three sites across those districts.

Comments and Questions from Members

Members welcomed the proposal but expressed concern that it could prove to be a ‘vanity project’ without a long-term commitment. Therefore, what was expected to happen once the three years of initial funding had ceased?

It was advised that the action plan included notes on the ‘legacy’ of the Strategy and its sustainability going forward. Each of the urban cricket centres for example would be permanent additions, but there would be a need for each locality to decide how they would continue to sustain them in the long-term. There would of course be a need to keep the ECB’s “feet to the fire” on the legacy going forward.

Members welcomed the comments but stated that given the many constraints in place on local government finances – this may be yet another thing that the authorities find they cannot afford and eventually remove funding to manage budgets.

Nick Fairclough (Strategy & Policy Officer) advised that this had been discussed with the ECB. The intention was for the centres to work towards becoming self-sustaining during the three years by bringing in commercial businesses and looking towards private sponsorship opportunities. It was clear currently from all involved that there was a real desire being shown for a legacy through these opportunities. It was also expected through the bidding process that the bidding authorities were able to show their ability to sustain the projects going forward.

Members referenced the intention to provide Chance to Shine to teenage girls. Whilst this was very encouraging – why was the same offer not being made to younger, primary school aged girls?

It was advised that the focus on teenage girls had come through the ECB, as they had previously initiated a project with primary school aged girls, and now wanted to link that work onto secondary aged girls and not face a ‘cliff edge’ where girls stopped playing.

Members noted that whilst the proposal for new facilities was good – was there anything proposed to support some of the strong existing cricketing infrastructure in the region?

It was advised that the ECB needed to talk to each individual district about their current offer. It was possible that the urban cricket centres would form part of existing club infrastructures – again this was something that would need to be developed in conjunction with the ECB.

Members welcomed the intention to work with young people who were Not in Education, Employment or Training (NEETs) as this could reap very wide life enhancing benefits if properly implemented.

Members asked if there was a criteria in place for the bidding process for the urban cricket centres, and would these criteria in-turn have a knock-on effect in regards to the 100 non-turf pitch locations?

It was suggested that whilst the location of the 100 non-turf pitches would ultimately be the decision of the ECB, the Combined Authority should still have some input into that decision making process. With regards to the urban cricket centres – at the current initial stage there was no set criteria in place, but rather an open process, which still remained open for all ten GM boroughs (six had made submissions to date).

Members sought assurances that when the locations of the three urban cricket centres had been finalised and agreed – that the benefits arising from these would be spread throughout the entire GM region.

It was advised that when the ECB did get to the stage of setting its criteria for funding – this would include the ability to ensure that the benefits were spread much wider than the immediate locality.

The Chair then drew the item to a close with Members expressing broad support for the Strategy and wishing officers every success with taking it forward.

RESOLVED:

1. That the discussions taking place between cricketing organisations, districts and the Combined Authority be noted by the Committee.
2. That the action plan, proposing what would be achieved by the Greater Manchester wide partnership with the ECB, Lancashire Cricket Club and other partners, be noted by the Committee.
3. That the request for £600,000 of funding over three years to support the actions, to be sourced from retained business rates, subject to an agreement between three districts and the ECB to develop three urban cricket centres across Greater Manchester, be noted by the Committee.
4. That Committee Members be asked to engage their own local authorities in the development and delivery of the strategy, including the development of the urban cricket centres.

Jim Taylor (Portfolio Lead Chief Executive for Economy), together with John Holden (Assistant Director of Research & Strategy) and Kathy Oldham (Chief Resilience Officer), introduced a report that provided Committee Members with an update on the preparations underway across GM for Brexit, and considered possible mitigating actions to minimise the impact should the UK exit the EU without a deal.

A small amount of funding had been awarded to local authorities, the Local Resilience Forum and the Combined Authority to support Brexit readiness. Agencies from across GM had been meeting on a monthly basis to consider possible impacts and to ensure that appropriate preparatory actions were being taken. The meetings of the GM Brexit Preparedness Group had now been increased in frequency to fortnightly as the 'Brexit day' neared. The membership of this group included the GMCA; local authority representatives; the AGMA Resilience Unit; Greater Manchester Police; the Growth Company; Transport for Greater Manchester; the NHS; the Greater Manchester Centre for Voluntary Organisation and Manchester Airport.

In addition, a multi-agency Economic Resilience Taskforce had been established, which brought together key GM bodies to try and ensure a coherent and comprehensive package of support to businesses and individuals facing any threat of redundancy should the UK exit under a no-deal scenario, or should an economic downturn occur. To support this work, a dashboard of leading indicators was being developed, to track how the national and GM economy was performing, in order to identify and possible economic shocks as early as possible.

Further preparatory arrangements were provided regarding the following areas:

- **Borders** – Manchester Airport was liaising directly with government. Assurances had been received regarding ongoing operations. Port Salford and City Airport were not considered UK entry points.
- **Transport & Infrastructure** – Assessments were ongoing to ensure transport and infrastructure projects continued, with a register of major infrastructure projects (over £10m) across GM was being compiled to assess the risks to their delivery.
- **Health & Social Care** – Preparations for the health sector were being led nationally by NHS England and the Department for Health. There had been no requirement set for the local NHS to stockpile any medicines or medical supplies. The reliance on EU workers in the health and social care sector was a particular risk, and work was being undertaken to support them to complete the EU settlement scheme.
- **Food, Water & Energy** – Activity would be led by the Local Resilience Forum, liaising with national government as required. There was no anticipation of a food shortage, but there may be some reduction in 'choice' depending on arrangements at borders and ports.
- **Business & Economy** – Activity was ongoing to support GM businesses and raise awareness of the need to ensure preparations were underway for the changes resulting from Brexit. It had been difficult to hold events for preparedness so far as not many had been receptive. This was a risk, as in the Small to Medium Enterprise sector, around 1/3 to half were estimated to have no preparedness planning in place.
- **Engagement with Government** – Regular reporting requirements were expected to increase in volume and frequency as Brexit day neared.
- **Civil Contingencies** – Work had been undertaken to understand possible impacts on current and future risk scenarios, in both the short and medium term.

- **Higher Education Sector** – Work had been undertaken to understand the possible impacts on the numbers of EU students and lecturers.
- **Organisational Readiness & Impacts** – Public sector organisations had been considering the possible impacts on their own operations arising from Brexit, including workforce and legal implications.
- **Data** – Under a no-deal scenario, the flow and transfer of personal data could be impacted. Information had been shared with public sector agencies to ensure all were undertaking the necessary preparations and that advice was being passed onto businesses to ensure they could put in place any necessary mitigating actions.

Comments and Questions from Members

Members referred to the part release of the government ‘Yellowhammer’ document. If the government were not willing to provide all the information needed to prepare, then a true resilience package could not be put together. For example, a degree of panic around shortages was already beginning to be seen in pharmacies and health centres.

It was advised that there had been some ‘bottom up’ approaches from government, where they had asked regional leaders what their primary issues were likely to be at the local level. Liverpool was acting as the lead for the North West region and putting all views forward to government. The pharmacy concerns would be added to the local level issues.

Reference was made to how large employers were helping staff to register collectively. Could the ten GM authorities also take a lead role on this?

It was understood that all the GM authorities had been through their employee databases to establish who might need support. There had also been communications around GM to increase publicity around the need to do this.

Members raised data sharing concerns and the possibility of being cut off from the EU databases. What sort of an impact could this have on cross-border policing?

It was advised that the data scenario implications had been known for over a year now. A government led communications campaign had commenced on 1 September. 90% of the actions that would be required before Brexit took place would be companies clarifying how their data was stored and handled. Greater Manchester Police formed a key part of this conversation and were working hard on it.

Members asked if there had been any updates around the UK Shared Prosperity Fund. It was advised that unfortunately at present there was little extra information to provide on this.

Members asked if plans were in place, should there be food or fuel shortages, for the most at risk, such as those reliant on food banks, or care workers who needed fuel to be able to visit their clients.

It was advised that a number of authorities had discretionary funds in place year round for those who may have problems in meeting basic and necessary needs. Unfortunately an element of the planning around food and fuel shortages was ‘crystal ball gazing’ and could not be fully planned for. The food sector in general was used to dealing with resilience issues, such as crop failures

and disruptions in the supply chain. A close liaison would be kept with the food banks and a map of food banks and potential gaps in provision had been established.

Members stated that some of the regeneration projects taking place were due to take 10 years or longer, and the lack of clarity on future prosperity made this an issue. Had the potential impacts upon ongoing regeneration projects been considered?

It was advised that a significant project was underway to get the last of the funding required at present under contact as the government would be looking to utilise any underspend themselves if an economic shock took place. A Manchester focussed paper on prosperity fund positioning had been prepared in 2017 and this would be shared with the Committee.

Members asked if the Combined Authority had a register detailing how much each of the 10 individual boroughs may be prepared or not, in facing the consequences of a no-deal exit.

It was advised that each the individual boroughs were engaged fully in the structural, engagement and dialogue work taking place. Each borough had undertaken a 'preparedness audit' and this was considered to be good practice. As with a lot of the positioning right now, there was just not the detail available to know which areas may be worst hit.

Members felt that it was important for the city region Mayor to take a lead in the communications around preparedness. Members felt that at present, with increasing disconnect from Westminster, that the public sought reassurances at a more local level and perspective.

Members referenced road haulage firms that worked internationally. Had GM been working with the locally based ones? It was confirmed that the Growth Company had taken the lead on interactions with local road haulage firms.

RESOLVED:

1. That the update on Brexit preparatory work underway across Greater Manchester be noted by the Committee.
2. That the paper on prosperity fund positioning from 2017 be fed back to the Committee.
3. That the Mayor be asked to take a lead role in GM's communications around Brexit preparedness.

E79/19 GMCA CULTURE FUNDING 2020 ONWARDS

Councillor David Greenhalgh (Portfolio Holder for Culture), together with Alison McKenzie-Folan (Lead Chief Executive for Culture), Alison Gordon (Assistant Director for Business Innovation and Enterprise) and Marie-Claire Daly (Principal Culture and Creative Policy) – presented a report outlining the proposed Greater Manchester Culture Investment Fund process from 2020 to 2022.

The GMCA Culture and Social Impact Fund (CSIF) had been launched in 2017 and began funding from April 2018, building upon the success of AGMA's Section 48 scheme. This resulted in an investment of over £7m over two years going to 28 organisations – 11 of which had not received GM Culture Funding previously. The first year had been a particular success with an increase of

39% being seen in engagement with GMCA funded cultural organisations as a result of this new investment approach.

The current programme was due to conclude its funding in April 2020, therefore GMCA needed to explore how best to support and invest in culture from this date onwards. A series of proposed amendments had been made to the investment policy to be implemented from April 2020 onwards, these included:

- Ensuring balance across art forms and geography in GM and the overall resources available, by limiting the amount of funding any single cultural organisation could receive to no more than 15% of the Greater Manchester Cultural Fund.
- To top-slice into a separate budget, at the current percentage, non-cultural activity funding that was currently funded via the GM Cultural and Social Impact Fund.
- The ring-fencing of up to £270,000 of the GM Cultural Fund per annum to GM Culture Strategy priorities where they could not be delivered by a single organisation, but would work through the delivery of multiple cultural organisations and partners, and would increase cultural activity and resident engagement.

Comments and Questions from Committee Members

Members commented that whilst the Culture Investment Fund had been a success – two of GM’s boroughs had seen little or no money from this Fund. How was it ensured that they benefitted going forward?

It was advised that where there was not direct investment into a borough, there were often still benefits to be had through cross-border events. The start of the process saw an open call for applications, and some boroughs did not submit entries for funding. The funding process was also very competitive with 98 submissions made, but only 28 receiving funding. Parity was sought however to try and ensure fair distribution and to make sure that distribution was of sufficient quality.

Members asked if the GMCA worked directly with the local authorities throughout the bidding process. It was advised that during the last application round, officers went out to districts to speak with the local arts officers, who then in turn disseminated the information to their local contacts.

Members stated that the 39% increase in engagement was a fantastic figure – had there been any auditing or verification of these figures to ensure their validity.

Officers agreed that the figure was surprisingly high, and that this level of increase had not been expected until later years. An internal audit had taken place at the beginning of the year – the audit had been passed subject to some recommendations around monitoring, which were now being taken forward. These included writing guides to the monitoring process, and the data collection process, to ensure that both conformed to a formalised approach.

Members asked if there were any difficulties in moving towards a 15% cap on funding for single organisations.

It was agreed that the move may cause a few issues, however the wording of “we are minded” reflected this – meaning that the 15% was not an absolute.

Members asked about the measures in place to study the potential longer term benefits arising from the funding of these projects – and would future funding streams take into account past performance?

It was advised that the cultural funding had significant longer term impacts in areas such as the health and wellbeing of residents – increasing community cohesion and reducing isolation. A range of outcomes were also considered to ensure that value for money was provided going forward.

Members were pleased to see that all age groups and levels of ability were being included within the fund. Some of the projects had taken place in some of the most deprived wards in GM, and it helped to show that these residents were valued.

RESOLVED:

1. That the impact of the first twelve months of the Greater Manchester Cultural and Social Investment Fund be noted by the Committee.
2. That the support of the Committee for the proposed revised approach to the Investment in Culture from 2020 be noted.
3. That officers be asked to note the views of the Committee on the proposed 2020-2022 Investment Fund structure and process.

E80/19 GM TOWN OF CULTURE

Councillor David Greenhalgh (Portfolio Holder for Culture) and Alison McKenzie-Folan (Lead Chief Executive for Culture) introduced a report outlining the process for establishing a Greater Manchester Town of Culture from 2020 onwards.

The GM Town of Culture programme arose from a manifesto pledge made by the Mayor. It would provide an opportunity to spotlight and celebrate the distinctive culture of GM towns as well as raising local ambitions for cultural provision, a night-time economy, increasing pride in places and where relevant align with the GM Town Centre Challenge.

There was a full understanding of constrained budgets when it came to entering submissions for this, therefore local authorities would only be expected to submit a single short proposal of no more than five pages – identifying their proposed Town of Culture and the proposed programme of activity by the deadline date Friday 1 November 2019.

An independent panel made up of non-LA members nor representatives from the GM Culture and Heritage Steering Group would select the winning bid by the end of November 2019 – the panel would be co-chaired by Lisa Nandy (MP, Centre for Towns) and Fiona Gibson (GM LEP, Interim Chief Executive of Liverpool Everyman and Playhouse). Subject to GMCA agreement, the £50,000 programming budget would be granted to the relevant LA in April 2020. It was expected that this amount would be matched either in cash or kind with the support of the relevant LA.

Places would also be encouraged to approach local businesses and organisations to support the activity.

Comments and Questions from Committee Members

Members expressed confusion over the definition of a 'town' within the remit of the programme. Could this include large, almost city sized conurbations such as Bolton, alongside small 10k population towns in direct competition? Could individual areas of Manchester, such as Didsbury or Wythenshawe be included despite not being towns, but rather areas or places within a larger city?

It was advised that the term 'town' was not prescriptive, and that the size of a place would not form part of the proposal criteria. All that would be sought was an identifiable distinction of place.

Members still expressed concern that the naming of the award to include 'town' would lead to a sense of identity crisis in some cases, with areas feeling that they cannot be involved, and a possible issue of resentment if an area not considered to traditionally be a 'town' were to win the award.

Officers stated that a 'town of culture' was a well-established naming convention that people identified with. There had been a lot of talk of "left behind towns" in recent years and this would play a key part in the decision making process. The programme was about highlighting the undiscovered and raising profiles in areas that might otherwise be overlooked, redressing the balance from existing areas of culture.

Members asked about the degree of community involvement in the programme. Could a community group put a bid in themselves?

Officers stated that the key aim of the programme was to develop a front and centre celebration of local communities and it would be expected that the communities would be at the heart of any bids.

Members expressed concern about the chairing of the independent panel. If it was expected to be a de-politicised independent panel – was it wise to have an MP who directly represented one of the potential bidding towns as the co-chair?

It was advised that Lisa Nandy had been chosen based on her position as the MP for the Centre for Towns and politics would not be an issue. However, this concern would be raised with the Mayor.

RESOLVED:

1. That the report outlining the process for establishing a Greater Manchester Town of Culture from 2020 onwards be noted.
2. That the Committee ask that their views on the process and concerns around the naming be taken away for further consideration.

3. That the Committee be kept updated on the progress of the programme and be provided with an evaluation report following its conclusion.

E81/19 WORK PROGRAMME

Joanne Heron (Statutory Scrutiny Officer) advised that, as per the terms of the Committee, the Mayor would attend the November 2019 and March 2020 meetings. The Chair of the Local Enterprise Partnership would also be attending the November 2019 meeting.

Committee Members sought a site visit to Manchester Airport and arrangements were being put in place for this.

Committee members discussed potential future items for consideration, these included:

- Progress of the 'Northern Powerhouse'
- Implementation of the Local Industrial Strategy (including an outside of meeting briefing session)
- Brexit updates as and when required
- A detailed item on social and economic outcomes arising from GMCA's cultural programmes – such as social prescribing of cultural activity to combat mental health issues.

The Chair thanked Members for their input and advised that he and the Committee Vice-Chair would discuss the suggestions further outside of the meeting with the Statutory Scrutiny Officer.

RESOLVED:

1. That the updated work programme be noted.
2. That the Chair and Statutory Scrutiny Officer work together to consider how the suggested items for consideration could be added to the future work programme.

E82/19 ITEMS FOR INFORMATION

There were none.

E83/19 REGISTER OF KEY DECISIONS

Received by the Committee.

E83/19 DATE AND TIME OF NEXT MEETING

Friday 11th October 2.00 – 4.00pm, GMCA Offices

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ECONOMY BUSINESS GROWTH AND SKILLS SCRUTINY COMMITTEE

Date: 11th October 2019

Subject: Greater Manchester Local Industrial Strategy Implementation

Report of: Sir Richard Leese, Deputy Mayor for Business/Economy and Jim Taylor,
Portfolio Lead Chief Executive for Business/Economy

PURPOSE OF REPORT

This attached report for the GMCA provides members with an overview of the Implementation Plan for the Greater Manchester Local Industrial Strategy (GM LIS), including associated governance and funding requirements.

RECOMMENDATIONS:

Scrutiny members are asked to:

1. Note and comment on the work that is underway to implement the GM LIS and the proposed governance and delivery arrangements.
2. Review the Year 1 Milestones set out in Annex 1 and provide comments on amends/additional milestones that should be included.
3. Note the request for £3m of funding over three years to support the implementation of the GM LIS, to be sourced from retained business rates.
4. Engage their own local authorities in the development and delivery of the GM LIS implementation plan, particularly the local authority “actions plans” that is has been agreed all districts will produce.

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Risk Management – n/a

Legal Considerations – n/a

Financial Consequences – Revenue – section 4

Financial Consequences – Capital – n/a

Date: 25th October 2019

Subject: Greater Manchester Local Industrial Strategy Implementation

Report of: Sir Richard Leese, Deputy Mayor for Business/Economy

PURPOSE OF REPORT

This report updates the Greater Manchester Combined Authority (GMCA) on the Implementation Plan for the Greater Manchester Local Industrial Strategy (GM LIS) and the associated resource requirements.

RECOMMENDATIONS:

The GMCA is asked to:

1. Note the work that is underway to implement the GM LIS and agree the proposed governance arrangements.
2. Review and agree the Year 1 Milestones set out in Annex 1.
3. Approve the request for £3m of funding over three years to support the implementation of the GM LIS, to be sourced from retained business rates.
4. Delegate authority to the GMCA Treasurer, in consultation with the GM Portfolio Chief Executive for Business/Economy and the Deputy Mayor for Business/Economy, to finalise the budget for GM LIS Implementation.
5. Note that an update will be brought to the May 2020 GMCA on overall progress with implementation in 2019/20 and the 2020/21 implementation plan milestones for approval.

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Risk Management – n/a

Legal Considerations – n/a

Financial Consequences – Revenue – section 4

Financial Consequences – Capital – n/a

BACKGROUND PAPERS

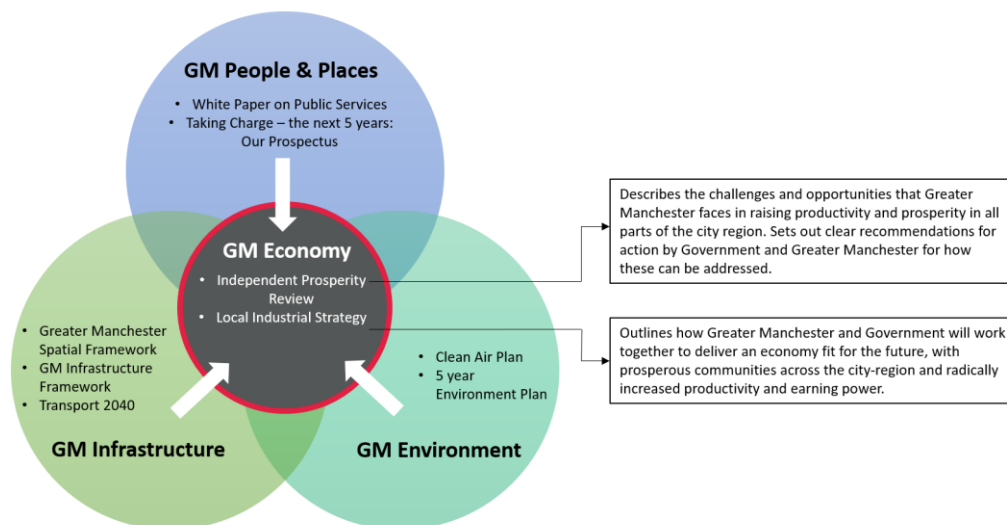
- Greater Manchester Independent Prosperity Review. Available here: <https://www.greatermanchester-ca.gov.uk/what-we-do/economy/greater-manchester-independent-prosperity-review/>
- Greater Manchester Local Industrial Strategy. Available here: <https://www.gov.uk/government/publications/greater-manchester-local-industrial-strategy>
- Greater Manchester Local Industrial Strategy update, June 2019. Available here: https://www.gmcameetings.co.uk/download/meetings/id/4738/21_local_industrial_strategy

TRACKING/PROCESS		
Does this report relate to a major strategic decision, as set out in the GMCA Constitution		Yes
EXEMPTION FROM CALL IN		
Are there any aspects in this report which means it should be considered to be exempt from call in by the relevant Scrutiny Committee on the grounds of urgency?		N/A
TfGMC	Overview & Scrutiny Committee	
N/A	Economy, Business Growth, and Skills: 11 th October	

1. Background

- 1.1. In June 2019 Greater Manchester (GM) and Government (HMG) jointly launched the Greater Manchester Local Industrial Strategy (GM LIS), one of the first Local Industrial Strategies in England.
- 1.2. The GM LIS does not work in isolation. It responds directly to the evidence base created through the GM Independent Prosperity Review and supports the implementation of the Greater Manchester Strategy ('Our People, Our Place') and its objective to make Greater Manchester one of the best places in the world to grow up, get on in life and grow old.
- 1.3. Successful implementation of the GM LIS will also depend on a number of plans being developed locally. These include the draft Greater Manchester Spatial Framework, the white paper on Unified Public Services for the People of Greater Manchester, the Health and Social Care Prospectus, and the 5-Year Environment Plan.

FIGURE 1 GREATER MANCHESTER LOCAL INDUSTRIAL STRATEGY IN CONTEXT



- 1.4. Following the GM LIS launch, significant work has been undertaken to develop the governance channels to oversee implementation of the GM LIS, and to define the capacity and resources needed to deliver against the first set of actions that will underpin this long-term plan for Greater Manchester's economy.
- 1.5. This paper sets out the proposed approach to governing GM LIS implementation; the priority actions for 2019/20 and year 1 milestones against all current actions, and the proposed allocations of resources to support implementation in this initial phase.

2. Governance

- 2.1. The implementation of the GM LIS is a core priority for the GMCA. To ensure that the GM LIS is effectively delivered, strengthened programme governance mechanisms are required to ensure the actions set out in the Implementation Plan are progressed and that cross-cutting activities are embedded in the work of all relevant parties.
- 2.2. Subject to endorsement by the GMCA, it is proposed that the governance arrangements for implementing the GM LIS will include:
- The GM Growth Board¹ and GM LEP² will have joint accountability for implementing the strategy.
 - The GMCA will agree a GM LIS Implementation Plan annually, including agreeing an overall budget for its implementation. The first Implementation Plan is provided in Annex 1 of this paper for approval by the GMCA.
 - Following approval of the GM LIS Implementation Plan by the GMCA, the GM Growth Board will oversee delivery of the actions. An annual update on progress with implementation will be brought to the GMCA, with ad hoc updates as appropriate as key initiatives meet major milestones.
 - In addition to overseeing delivery on behalf of the GMCA, the GM Growth Board will be responsible for coordinating Local Authority implementation; ensuring alignment across policy themes; and integrating the priorities in the GM LIS with key investment portfolios.
 - The GM LEP will be responsible for providing strategic leadership and challenge; overseeing key initiatives; and ensuring strong links with the private sector. The July 2018 national LEP Review ‘Strengthened Local Enterprise Partnerships’, set all Local Enterprise Partnerships a single mission to deliver Local Industrial Strategies to promote productivity, in the context of the development and implementation of the UK Shared Prosperity Fund³.

¹ The GM Growth Board is chaired by the Deputy Mayor for Business/Economy and its membership is made up of the economic development portfolio holders from the 10 GM districts, representatives from the LEP, and senior officers from the GMCA, TfGM, and Growth Company. It provides strategic leadership in the development, delivery and monitoring of GM’s economic development and growth agenda, including oversight of GM investment funding streams.

² Greater Manchester’s Local Enterprise Partnership is a private-sector led, voluntary partnership whose core function is to provide strategic leadership (alongside the GMCA) to deliver the conurbation’s growth ambitions. It has fifteen members, eleven non-local authority members and four representing the GMCA.

³ The UK Shared Prosperity Fund is the funding Government has pledged to introduce to replace the EU structural funding areas receive to boost economic development, including to provide support for businesses and employment.

- Each member of the GM LEP has been given a lead for a year 1 priority activity within the GM LIS and will work with appropriate GM officers and other relevant Boards and Committees to drive the delivery of this action.
- A GM LIS Programme Delivery Executive has been established, chaired by the GM Lead Chief Executive for Economy and Business, and made up of lead officers from the GMCA and key delivery organisations, including GM local authorities. This Executive is responsible for providing senior officer oversight of all of the actions in the GM LIS and establishing specific sub-groups as appropriate to ensure that key priorities are progressed.
- The GMCA Executive Director for Policy and Strategy will act as the Senior Responsible Officer (SRO) with overarching responsibility for GM LIS implementation, and will sit on the LIS Programme Delivery Executive.
- Discussions are underway with Government to identify appropriate lead officers both in terms of overall programme governance and individual actions.

2.3. Work is currently on-going with Government officials to agree this Implementation Plan and embed the GM LIS and its evidence base in future national decision-making. The GM LIS commits Government and Greater Manchester to an annual review of progress against the Implementation Plan, with an annual review meeting of a joint Government and GM Implementation Group. This Group will be comprised of senior officials from across government and GM. Discussions are underway with government regarding the membership of this group. It is expected that it will meet for the first time in early-2020 and may need to meet more regularly than annually in the initial phase of GM LIS implementation. This Group will be in addition to the six monthly performance meetings that are held between Government and the GM LEP, which also include discussion around the implementation of the GM LIS.

3. GM LIS Actions and the Implementation Plan

- 3.1. The GM LIS sets out a wide range of cross-cutting actions to strengthen the city-region's economy, improve the foundations of productivity, and ensure that growth benefits all people and places. Some of these actions require GM to adapt or realign existing activity, and some include setting up new institutions, programmes or ways of working. Some of the actions are for GM partners to undertake and some are joint actions with HMG.
- 3.2. The GM LIS Implementation Plan 2019-20 defines 52 actions for the first three years of the strategy implementation period (set out in Annex 1). These are the actions that the GMCA, GM LEP, GM districts, GM partners and business can drive forwards now - or in the near-term - to improve prosperity and productivity. These actions do not constitute the entirety of the actions needed to deliver all of the ambitions in the GM

LIS, and new actions, alliances, off-shoots and responses to the strategy will emerge over the coming years.

- 3.3. A core feature of the way the Implementation Plan has been developed, and how it will be progressed, is a bottom-up approach to working with districts to identify the key actions, both at a district level and a GM level, that should be prioritised. Work is already underway, led by the Directors of Place group⁴, to develop tailored local responses to the GM LIS based on the specific opportunities and barriers in each locality, and to coordinate GM and district level implementation across different policy areas.
- 3.4. The Implementation Plan sets out lead organisations, who will be responsible for coordinating implementation with a wider set of GM partners as appropriate. There is an assumption that all ten Greater Manchester districts are part of implementing actions where GMCA is a lead or supporting organisation. At a regional level, Greater Manchester will continue to engage with partners in the north and across the country, including other Local Enterprise Partnerships and Mayoral Combined Authorities creating Local Industrial Strategies, to take forward shared priorities.
- 3.5. The 52 actions are not separate, discrete activities. There are interdependencies across all the actions and coordination in the delivery of activities, so that knowledge and resources can be identified and proactively shared, will be critical to unlock the full impact of the GM LIS. For example, there are significant interdependencies between the transport actions and those for digital, health, clean growth, people and place that will need to be identified and coordinated to fully deliver the innovation, productivity and place/people outcomes identified in the strategy. The integrated governance structure set out in section 2 is designed to provide a structure to ensure that GM is identifying any interdependencies and delivering actions in a joined up way that capitalises on them.
- 3.6. Based on discussions with districts, the GM LEP, Government officials, and other partners, the following have been identified as year 1 priorities as they require GM to work quickly with Government and partners to identify new policies and solutions:
 - **Innovation Partnership on Healthy Ageing (action 1 and 2 in Annex 1):** The GM LIS sets out an agreement for Government and GM to create an 'Innovation Partnership' on healthy ageing to develop a robust innovation pipeline to deliver against local and national priorities, building on the capacity that already exists in Health Innovation Manchester. Supporting the potential for global impact from this partnership, is the proposal to establish an International Centre for Action on

⁴ An officer group made up of the 10 Place Directors or similar from each GM district, the GMCA and Transport for Greater Manchester.

Healthy Ageing (ICAHA) to accelerate systemic change across health and care for ageing.

- **Greater Manchester Graphene, Advanced Materials and Manufacturing Alliance (GAMMA, action 5):** Greater Manchester and Government have committed to establishing a new Alliance to drive faster commercialisation of graphene and 2D materials. The Alliance will also be responsible for developing a new manufacturing strategy for the city region to support all manufacturers (including SMEs) to improve productivity and grow.
- **Digital Broadcasting and Skills Fund (action 9):** The GM LIS sets out that GM will consider creating a fund to both grow local, regionally based independent production companies and attract larger scale TV, film and drama content production companies to relocate to the city-region, including enhanced skills support to improve access to opportunities for residents.
- **Digital Data Review (action 14):** The GM LIS says that GM will initiate a review of local public data, to report by the end of 2020, to identify and address barriers to making this data openly available for re-use to stimulate open innovation and productivity improvements (including in public services).
- **International Creative and Digital Showcase (action 15):** Government will work with Greater Manchester and trailblazing digital and creative companies in the city-region to promote a locally funded international event that showcases the best of Greater Manchester's digital and creative industries. A three-day pilot of this event –“Distractions” – took place in summer 2019 as part of the Manchester International Festival.
- **Establishing the Clean Growth Mission (action 16):** Priorities for 2019/20 will be to fully develop the mission model with University College London and embed this model within Greater Manchester. This will include work to understand the financial and governance capacity required at local level to effectively manage a ‘mission’ at the city-region scale including the local powers, structures and planning capacity required.
- **Post-16 Skills, Education and Work Partnership (action 24):** 2019/20 will see the instigation and completion of the joint-partnership agreed in the GM LIS to review the post-16 education, skills and work system. The Partnership is scheduled to report back to the GMCA, Mayor and Secretaries of State within nine months of the GM LIS launch (i.e. by end of March 2020).
- **A Single Infrastructure Plan and Board (action 28 and 29):** Greater Manchester has agreed a city-region integrated infrastructure strategy, which now needs to be converted into a plan, under the direction of the GM Strategic Infrastructure Board. Government has agreed to join this board, and the recruitment of appropriate Officer(s) from Government should take place in 2019. Greater Manchester has also committed to reviewing its institutions, structures and processes to deliver major infrastructure projects.

- **A programme of action for transport innovation (action 34):** Transport for Greater Manchester and the government's Future of Mobility team have committed to working together to bring together the right set of stakeholders and private and local investors for transport innovations, exploring new technologies and governance models, and potentially trialling them in Greater Manchester. Greater Manchester has already submitted a bid to the Future of Mobility Industrial Strategy Challenge Fund call for 'Future Mobility Zones'.
- **Management and leadership skills (action 40 and 44):** a programme of work at Greater Manchester level is needed to understand how to address the deficit in management and leadership skills amongst GM businesses identified in the Independent Prosperity Review. This is likely to involve short term actions to better coordinate, align and promote access to existing provision as well as activity with a longer term focus to identify where new types of intervention are needed, and their design.
- **Places (action 48):** The Local Industrial Strategy acknowledges that a thriving and productive economy in all parts of Greater Manchester is essential for the Strategy to be a success. The Local Industrial Strategy announced that each of Greater Manchester's local authorities will develop a borough-level response to the Greater Manchester Local Industrial Strategy, to identify key opportunities and barriers in each locality and ensure coordinated implementation.
- **Evaluation (action 52):** An independent overarching process and impact evaluation will be put in place to assess the efficacy of government and Greater Manchester in delivering against the objectives set out in this strategy. Results will be reported annually to both Greater Manchester, government, and the national Industrial Strategy Council.
- **Communications and engagement (cross cutting action):** action will be needed to embed the GM LIS within the GM (and national/international) business community and across the wide range of public and private partner and partnerships that will underpin the success and diversity of the GM economy.

3.7. Annex 1 sets out the full list of the 52 non-business as usual actions identified in the GM LIS, which represent the first phase of activity for achieving the strategy's ambitions and outcomes. Each action is allocated a lead and supporting organisations, and is accompanied by year 1 milestones. The milestones will continue to develop over the coming months as input is received from the GM LEP, GM Growth Body, national Government and others.

3.8. An update of performance against these milestones, and year 2 milestones, will be brought to the GMCA in May 2020.

4. Resourcing Implementation

- 4.1. The GM LIS is designed to inform the strategic use of local funding streams and, where relevant, spending and decisions at the national level. Progress is already being made to align local resources with the GM LIS. For instance, £8m of Local Growth Fund has been allocated to develop a proposal for an investment pot for skills that will support the LIS priority sectors and also, where appropriate, bring this together with loan/equity sector investment funds to drive growth. The GM Investment Strategy was also relaunched on the 19th September to align the projected £70m of business investment funds the GMCA has under management to GM LIS priorities.
- 4.2. Over time, it is expected that a wider set of local and national resources will be aligned to support the delivery of the ambitions set out in the GM LIS including, for example, future investment decisions around the devolved Adult Education Budget and skills, the delivery of the GM Infrastructure Plan, and the implementation of the 5 Year Environment Plan. The GM LIS will also help Greater Manchester decide on its approach to maximising the long-term impact of the UK Shared Prosperity Fund (and other national local growth funding) once its details and priorities are announced. These decisions will be brought to the GMCA in line with existing governance procedures.
- 4.3. Wherever possible, the implementation of the GM LIS is being taken forward by utilising existing capacity and resources within the GMCA, districts, government and partner organisations. However, in order to deliver the implementation plan and the 2019/20 priority actions set out in section 3, there is an additional financial requirement on the GMCA. Whilst options can be scaled as financial considerations require, the current programme would require a £3m contribution (over three years) from the GMCA. This funding will enable GM to progress the delivery of priority actions (including pilot programmes where there are identified gaps in provision), effectively communicate the ambition and impact of the GM LIS, and to ensure that delivery is effectively managed and coordinated with stakeholders (including districts and national government). Any pilot activity that is funded will be subject to the development of full Green Book compliant business cases, assessed against local criteria.
- 4.4. Year 1 activity will focus on establishing the core capacity within GM to drive forward delivery of the GM LIS actions. These streams will dovetail with existing structures and initiatives – including those within the Growth Company, GM business representative organisations, GM's universities, Health Innovation Manchester, the GMCA and GM LEP, and others – rather than establishing new infrastructure. The key year 1 activities supported by the GMCA contribution will be:
 - **Innovation Partnership on Healthy Ageing:** independent advice, convening, and meeting costs to establish the Innovation Partnership on Healthy Ageing and

develop the business case for the International Centre for Action on Healthy Ageing.

- **Greater Manchester Advanced Materials and Manufacturing Alliance (GAMMA):** independent advice, convening, and meeting costs to establish and operationalise GAMMA.
- **Post-16 Education, Skills and Work Partnership:** to cover external independent input to facilitate elements of research, challenge and visioning.
- **Leadership and Management:** external support to scope out a GM approach to strengthening leadership and management and programme spend to test new approaches to encouraging businesses to adopt productivity enhancing innovations.
- **Identifying and addressing gaps in the innovation funding ecosystem in the city-region:** reviewing the landscape of Early Stage Investment seed funding and Venture Capital Funding and assessing the case for an early stage investment seed funding programme targeted at sub-£500,000 investments.
- **Core LIS Implementation capacity:** providing enhanced capacity within the GMCA Strategy team to lead work with local and national partners to implement the actions and overarching ambitions contained within the GM LIS and to secure additional resources to deliver the actions.
- **Evaluation:** An independent overarching process and impact evaluation will be put in place to assess the efficacy of government and Greater Manchester in delivering against the objectives set out in this strategy.
- **Greater Manchester Business Survey:** funding an external survey of GM businesses to benchmark progress against the core priorities in the GM LIS and to inform (along with the evaluation) periodic reviews of the effectiveness of the actions being undertaken to implement the strategy.
- **Communications and engagement:** external support to ensure that the GM LIS is effectively communicated to GM and national/international audiences.

4.5. It is proposed that the GMCA contribution towards the initial phase of GM LIS implementation is sourced from retained business rates. This GMCA contribution will be in addition to funding received by the GM LEP to deliver GM LIS priorities. At the July LEP meeting it allocated the full remaining allocation of £315,000 Capacity Funds to support LIS implementation in 2019/20.

5. Recommendations

5.1. Recommendations appear at the front of this report.

Annex 1: GM Local Industrial Strategy Implementation Plan (Year 1 priorities are highlighted in red)

Theme 1: Health Innovation

Context and priorities

- The interactions between poor physical and mental health and economic growth stand out in GM and, like all UK cities and regions, GM's population base is ageing.
- The city-region has recognised research capabilities in health innovation and one of the largest life sciences clusters outside south east England. Health and social care devolution has given the city-region greater control over £6bn of health and care budgets. This gives an ability for GM to drive innovation in the health and care system to improve population health, while also creating new industries and new jobs. This makes improving the health of the local population GM's biggest opportunity, as well as its biggest challenge.

LIS 2040 ambition:

- A fully integrated, digital health and care system, using preventative and assistive health tech; helping people stay productive for longer.

Strategic priorities:

- Continue using devolved health and social care arrangements to act as a test-bed for large scale clinical and med-tech trials, accelerating the pace of application of new technologies to manage and treat diseases, linked to core strengths in genomics, precision health, data analytics, and real world environment clinical trials, improving residents' health and developing new export orientated products and services.
- Lead the transformation of health and care systems to respond to the needs of an ageing population by establishing a GM-government Innovation Partnership around the Ageing Society Grand Challenge, and the implementation of the NHS Long Term Plan.
- Through the GM Ageing Hub, link the GM health and care innovation pipeline to global economic opportunities around healthy ageing, and accelerate the pace of health and care system transformation by identifying a home for a prospective International Centre for Action on Healthy Ageing.
- Capitalise on the broader economic and innovation potential of demographic change by creating a city-region test-bed to trial close-to-market goods and services for older people, testing new opportunities and linking them to GM's business, export and skills base.

Action	GM Lead Organisation	GM Supporting Organisations	Year 1 Milestone
1. To spearhead the transformation of health and care systems in response to the needs of an ageing population, GM will establish an Innovation Partnership around the Ageing Society Grand Challenge , with government sitting on its board. This partnership will develop a credible and robust innovation pipeline that adds value to the existing health and ageing research and innovation asserts in the city-region. The partnership's board will comprise representatives from GM, the private sector and government agencies and departments.	GMCA	HInM, GMHSCP	<ul style="list-style-type: none"> • The Innovation Partnership is fully-operational and being overseen by a joint GM-Government Board (which has its own Terms of Reference and strategic objectives to underpin the design of the innovation pipeline). • The partnership has defined a work programme to develop and operationalise a credible and robust innovation pipeline that adds value to the existing health and ageing research and innovation asserts in the city-region (from ideation-adoption-diffusion).
*2. To link Greater Manchester's health and care innovation pipeline to global opportunities around healthy ageing, GM will identify a home for a prospective International Centre for Action on Healthy Ageing (ICAHA) , to complement the National Innovation Centre for Ageing in Newcastle.	Innovation Partnership	HInM, GMCA, GMHSCP	<ul style="list-style-type: none"> • The Outline Business Case (including scope and options) for a GM-based International Centre for Action on Healthy Ageing has been agreed by the GM LEP, Growth Board and the Innovation Partnership on Healthy Ageing. • An options appraisal of potential "home(s)", resources and partners to be involved has been commissioned/is underway, and the Full Business Case is being developed.
3. GM will continue to use its devolved health and social care arrangements, excellence in health research and thriving life sciences and digital industries to act as a test-bed for large scale clinical and medical technology trials , accelerating the pace of application of new technologies to manage and treat diseases, linked to core strengths in genomics, precision health, data analytics, and real world environment clinical trials, improving residents' health and developing new export orientated products and services.	HInM	GMHSCP, GMCA, MIDAS, NICE, GM HEIs, GM Clinical Research Network	<ul style="list-style-type: none"> • GM citizen participation in clinical trials is being increased via the Health Innovation Manchester partnership with the GM Clinical Research Network (using www.researchforthefuture.org) • A formal process to monitor life sciences and digital industries' trial planning is in place to improve GM's readiness to participate in future trials. • 2 large scale GM trials have been agreed with industry and other partners to be initiated in 2020/21. • Industry routes into the GM market are being streamlined by: embedding the Health Innovation Manchester health and social care innovation pipeline as the GM-wide platform for horizon scanning, opportunity capture and decision-making; and defining the GM innovation adoption pathway. • A rigorous coordinated approach to liaising with industry has been adopted, including SMEs.
4. To capitalise on the broader economic and innovation potential of demographic change, GM and government are working to create a city-region test-bed to trial close-to-market goods and services for older people , testing new opportunities and linking them to GM's business, export and skills base.	GMCA/Innovation Partnership	HInM, GMCA, GC, GM HEIs.	<ul style="list-style-type: none"> • Independent work to define the broader economic and innovation potential of demographic change for GM has been completed. • The opportunity for the GM test-bed has been clearly defined, and a prospectus for 'Wave 1' test-bed activity has been published. • GM's proposal for Industrial Strategy Challenge Fund Ageing Grand Challenge has been developed and submitted (Funding Round 3).

Theme 2: Advanced Materials and Manufacturing

Context and priorities

- GM is the home of graphene and other revolutionary 2D and advanced materials. The successful commercialisation, adoption and diffusion of these materials will support an industrial renaissance in the UK and help address all four Grand Challenges.
- GM has a complementary advanced manufacturing base with strengths in materials and textiles, chemicals, and food and drink, amongst others, which provides the industrial capacity to commercialise these new materials.

LIS 2040 ambition:

- More high-quality manufacturing opportunities close to transport links and population centres.

Strategic priorities:

- Develop an ecosystem to commercialise graphene and other advanced materials for the benefit of the GM and UK economy, contributing to the delivery of all four Grand Challenges, through the actions set out in this Local Industrial Strategy.
- Strengthen the city-region's advanced materials and manufacturing clusters, ensuring 'Graphene City' in the former North Campus of the University of Manchester is networked with industrial and technology parks across GM and leading technology parks across the UK.
- Develop 'Advanced Materials City' in the M62 North East Growth Corridor, focused on opportunities in GM's manufacturing base, attracting significant inward investment and giving the market for 2D materials manufacturing a physical home in GM.
- Improve productivity in GM's manufacturing base by adopting Made Smarter approaches to accelerating the development, design, adoption and creative application of digital technologies, Artificial Intelligence, environmental technologies, and graphene and 2D materials, thereby revolutionising manufacturing processes and accelerating commercial growth.

Action	GM Lead Organisation	GM Supporting Organisations	Year 1 Milestone
*5. To capitalise on the clear opportunities to connect the local manufacturing base to the potential applications of graphene and 2D materials, and other innovations in GM's universities, to drive industries of the future across the city-region GM will establish a new alliance: GM Graphene, Advanced Materials and Manufacturing Alliance (GAMMA) . GAMMA will, based on independent research, develop and lead the implementation of the city region's advanced materials and manufacturing strategy, and address gaps in the commercialisation and diffusion ecosystem for graphene, advanced materials and industrial biotechnologies.	GMCA	TBC	<ul style="list-style-type: none"> • GAMMA is fully operational, with an established Board (with at least 50% membership from the private sector) representing GM's universities, government, the Local Enterprise Partnership, GMCA, Growth Company (Business Growth Hub and MIDAS), UKRI and the private sector (including SMEs). • GAMMA has developed strategic relationships with the Advanced Materials Leadership Council and other UK assets, such as the University of Cambridge's Graphene Centre, the CPI's Graphene Application Centre and the NPL's National Graphene Metrology Centre. • Appropriate officer capacity to support GAMMA has been secured. • Independent research has been completed on the commercialisation of Graphene and 2D materials in GM so far.
6. A Made Smarter approach can enable increased productivity across the whole manufacturing base encouraging the development, design, adoption and creative application of digital technologies, artificial intelligence, environmental technologies, and graphene and 2D materials. GM's ambition is to create a world class 'Made Smarter' ecosystem , building on the ongoing North West pilot programme, to support all local manufacturers to become leaders in the Fourth Industrial Revolution, capitalising on GM's university strengths.	GC	GM HEIs, GMCA	<ul style="list-style-type: none"> • GM is continuing to lead the implementation and evaluation of the NW Made Smarter pilot programme. • As a result of the ongoing formative evaluation of the Made Smarter programme, an assessment of existing and potential future delivery mechanisms will have been prepared, including a model for how broader GM provision would fit into the national roll-out. • GM is working with local industry, universities and others as appropriate to ensure GM maximises opportunities to attract investment from the Industrial Strategy Challenge Funding Made Smarter allocation.
7. The largest new growth area in GM is the M62 North East Growth Corridor that crosses the boundaries of Bury, Oldham and Rochdale and has the potential to be a magnet for UK inward investment. Development potentially includes over 1 million square metres of new mixed employment space, logistics centres and advanced manufacturing, advanced materials production, renewables and green technologies. Part of the development will be a new specialised Advanced Materials City that includes specialist premises and facilities to pilot particular applications of advanced materials aligned with GM's manufacturing strengths and UK strategic priorities, integrated with digital and transport infrastructure, and skills and training development.	Northern Gateway Board	GMCA, MIDAS, GM HEIs	<ul style="list-style-type: none"> • As part of the ongoing work to define the M62 North east Growth Corridor development, the Northern Gateway Board are defining the strategic approach and model for creating a GM Advanced Materials City in this growth area. The model will include specialist premises and facilities, digital and transport infrastructure and links to education, training and skills development (amongst other factors)
8. Increase capacity to commercialise Graphene (e.g. 'Graphene City') through the development of the new Innovation District (I-D) at the former North Campus of the University of Manchester, which includes three and a half million square feet of new buildings and facilities. This will act as a magnet for additional inward investment and spin-outs.	University of Manchester	GMCA	<ul style="list-style-type: none"> • In Autumn 2019 the OJEU procurement for I-D Manchester will commence (managed by University of Manchester).

Theme 3: Digital Creative and Media

Context and challenges

- GM has the largest digital and creative sectors outside the south east, with the potential to create internationally significant clusters in broadcasting, content creation and media and cyber security, alongside new sub-sectors like e-commerce where the city-region has the potential to lead industries of the future.
- The explosion of the data and digital economy over the past decade is enabling growth across the economy, and has the potential to transform public services to support improved productivity. At the same time, cross-cutting digital strengths will accelerate the use of productivity-enhancing digital technologies and big data in all sectors to meet the Artificial Intelligence and Data Grand Challenge.

LIS 2040 ambition:

- A top five city-region for the digital economy in Europe, with full fibre broadband and 5G coverage, and with internationally-significant media and cyber-security clusters.

Strategic priorities:

- Sustain and grow the internationally significant digital, media and creative industry clusters in the regional centre.
- Revitalise town centres and high streets by supporting creatives, digital entrepreneurs, and innovators to start or scale a business, social or cooperative enterprise.
- Grow our existing and emerging sector strengths in cyber security, broadcasting, content creation and media, software development, digital telecoms, fintech and e-commerce.
- Underpin cross sectoral growth by developing a digital skills pipeline and taking a Made Smarter approach to all industries, supporting firms across GM to adopt productivity enhancing digital technologies.
- Transform the local economy and public services by digitally enabling citizens and making more publicly held real-time open data available for anyone to use.

Action	GM Lead Organisation	GM Supporting Organisations	Year 1 Milestone
*9. GM's broadcasting sector is internationally recognised and sits at the heart of a wider content creation and media sector, underpinned by technological innovation and significant public and private investment in the physical facilities to grow, retain and attract media talent in GM, creating a powerful platform for firms to innovate, invest, create content and thrive. GM will consider creating a fund to both grow local, regionally based independent production companies and attract larger scale TV, film and drama content production companies to relocate to the city-region. This would be supported by a hub and spoke network to support apprenticeships, internships, work placements and graduate recruitment in TV, film and drama content production.	GMCA	TBC	<ul style="list-style-type: none"> • The scope and design of the GM Broadcasting and Skills Fund has been assessed and agreed (including any independent advice required), a fund manager is in place and private sector match-funding is being sought to build on the GM cornerstone funding allocated. • Preparations for publicly launching the Fund by Summer 2020 are underway.
10. Smaller digital and creative clusters exist across the city-region, usually underpinned by strong cultural assets and often linked to social enterprises and cooperatives. From the creative cluster in Ramsbottom to the emerging digital sector around Ashton Old Baths, from Wigan Old Court's innovative approach to repurposing of old buildings in the town centre and the increasingly diverse offer in Oldham's creative and independent quarter, it is clear that digital and creative industries can be a driving force in revitalising local towns and high streets. GM will continue to support the development of digital and creative clusters across the city region.	GMCA	BGH	<ul style="list-style-type: none"> • The updated GM Digital Strategy is to be agreed by the GMCA in November 2019, providing a framework for the development of digital clusters across the city-region. • A two-year culture fund is agreed by GM in Autumn 2019, with contracts live by April 2020. • The first year of the GM Town of Culture programme is live from January 2020. • Outcomes of GM applications for Future High Streets Funding, the Towns Fund, and the Historic Highstreets Fund (that are linked to priorities in the GM LIS) are known.
11. To underpin digital and media growth it is critically important GM has a proper pipeline of digital skills and talent. Action is required to raise awareness of the range of careers and opportunities available; to up-skill and re-train the existing and future workforce so people can adapt to the fast pace of technological change; and to instil the design skills and creativity that facilitates inter-connections between industries, and underpins adaptability and resilience in the economy. GM will work together to develop a robust digital skills pipeline, including the £3m Digital Skills Pilot.	GMCA		<ul style="list-style-type: none"> • Round 1 of the Digital Skills Pilot is launched in June 2019. • Round 2 of the Digital Skills Pilot is launched in November 2019. • Evaluation of the Digital Skills Pilot runs from September 2019 to February 2021. • The £8m Local Growth Fund funded GM Skills Investment Pot is launched in Autumn 2019, with associated impact assessment provisions.
12. Through the GM Digital Strategy, the GMCA is investing in digitally enabling citizens, which includes building basic digital skills and connectivity and a technology platform to improve secure information-sharing across public services, creating more comprehensive family and citizen support. GM has very productive collaborations with government on digital policy and strategy and is building closer ties with the national Connected Places and Digital Catapults to support this work. GM will also establish closer ties with the new National Centre for Data Ethics and Innovation and Office for AI through a new GM Office for Data Analytics.	GMCA		<ul style="list-style-type: none"> • The scope and business case for the GM Office of Data Analytics will be developed and agreed by relevant parties by January 2020.
13. Increasing digitalisation, and the use of artificial intelligence, big data, data science and data analytics and robotics, are changing every sector of GM's economy and every aspect of people's lives and work. The Made Smarter pilot is demonstrating that digitalising production in GM's manufacturing sector can increase competitiveness and efficiency. Building on the pilot, GM will take a 'Made Smarter' approach to improve the productivity of all industries through the development, design, adoption and creative application of digital technologies, alongside skills development programmes.	GC	GM HEIs, GMCA	<ul style="list-style-type: none"> • The Made Smarter framework is integrated within the refreshed GM Digital Strategy (to be launched Autumn 2019). • The evaluation of the Made Smarter programme is ongoing and evidence is being used to inform the implementation of the GM Digital Strategy.
*14. Leading digital cities appreciate the value of releasing local data to stimulate open innovation and enable productivity growth, and support policy ambitions such as clean growth. GM will therefore	GMCA	GMHSCP, TfGM, HInM	<ul style="list-style-type: none"> • Building on the pre-existing pilot activity already underway in GM, the full scale review of local data will be initiated by January 2020.

<p>initiate a review of local data, - to identify and address barriers to making this data openly available for re-use, reporting by the end of 2020. The review will identify willing partners and data owners - including real-time big data owners, and will include an open consultation with the public to allow citizens, businesses and other stakeholders present suggestions. Government will continue to provide policy support on design, best practice, and available data sources.</p>			
<p>*15. Firms that trade internationally are more productive and in a digital future, competitors will be global, not local. To support the internationalisation of GM's digital and media industries, Government will work with GM and trailblazing local digital and creative to promote a locally funded biennial international event that showcases the best of GM's digital and creative industries. This will be supported by a wider programme and digital platform to showcase GM's digital and creative output by providing platforms for artists, musicians, makers, designers, coders and developers to promote products and content around the world.</p>	GMCA	MIF, MIDAS, Marketing Manchester	<ul style="list-style-type: none"> • GM piloted the international event during MIF19. The evaluation of this pilot event - 'Distractions' is being completed and plans for a full scale event will be in place by March 2020. • Government work to promote the event internationally is underway. • The digital platform to showcase GM's creative and digital output is being developed.

Theme 4: Clean Growth

Context and challenges

- The transition to a carbon neutral economy is a global challenge and central to the Clean Growth Grand Challenge, which aims to ensure future growth does not come at the expense of the planet.
- GM's ambition to achieve carbon neutral living in the city-region by 2038 provides a significant opportunity to deliver substantial carbon reductions, environmental and health benefits to residents, whilst also creating new green industries and jobs capitalising on GM's research assets and large low carbon goods and services sector.
- While significant progress has been made in improving the city-region's environment, GM will face challenges including rapidly increasing the energy efficiency of buildings, decarbonising heating and cooling, significantly upscaling local renewable energy generation and decarbonising transport.

LIS 2040 ambition:

- Carbon neutrality that improves quality of life for residents, minimises the productivity impact on businesses and maximises commercial opportunities.

Strategic priorities

- Aim to achieve carbon neutral living within the GM economy by 2038 - driving innovation, the creation of new technologies, improved resource efficiency, and improved quality of life.
- GM's 5-year Environment Plan sets out its long-term environmental vision "to be carbon neutral by 2038". GM will launch the first city-region mission to achieve this, aiming to: deliver environmental improvements that directly enhance well-being, health, resilience, biodiversity and quality of life, including by enhancing the natural capital of the city-region; design and trial innovative technology and financial mechanisms to support delivery of energy efficient homes, buildings and low carbon transport, helping to reach the point at which all new homes and commercial/industrial buildings are net zero carbon; tackle poor air quality - the largest environmental risk to the public's health – through a co-ordinated Clean Air Plan developed by GM's local authorities; accelerate new models of local renewable energy generation, storage and efficiency within the city-region, adopting a 'whole system approach', and testing the creation of a local energy market; and support GM enterprises to accelerate the implementation of energy and material efficiency measures in the design and production of products and services through the Growth Hub and local partners' activity.
- GM will improve air quality by developing a coordinated GM Clean Air Plan to tackle poor air quality, the largest environmental risk to the public's health.

Action	GM Lead Organisation	GM Supporting Organisations	Year 1 Milestone
*16. The Prosperity Review highlighted the opportunity to use GM's local ambition around carbon neutrality and environmental improvements to drive mission-based innovation and achieve the co-ordinated approach required. To maximise the local contribution to the national Clean Growth Grand Challenge, Establish the UK's first city region Clean Growth Mission for carbon neutral living within the GM economy by 2038, driving carbon emission reductions, technology innovation, improved resource efficiency, increased air quality and improved quality of life. This will be delivered through a series of Greater Manchester-led mission-orientated projects.	GMCA	University College London, GM HEIs, GM Businesses and NGOs	<ul style="list-style-type: none"> • A fully developed model for GM's Clean Growth 'Mission' has been created, (working with UCL) – including the governance requirements, resources and delivery mechanisms. • The model has been agreed by GMCA, GM LEP, Low Carbon board and Growth Board (and other parties as appropriate) and is supported by Government. • An implementation plan for the model is in place and beginning to be implemented.
17. Work with Government and built environment professionals to test GM's ambition that all new homes and commercial / industrial buildings should be net zero carbon by 2028 , and see whether it can be achieved sooner (and the intervening steps required such as the balance between building efficiency, on-site energy generation and off-setting measures for remaining carbon emissions).	GMCA	Developers, LAs	<ul style="list-style-type: none"> • The appraisal of adopting a net zero carbon new build policy will be completed as part of the GMSF viability work, to be completed by late 2019 • Net zero carbon buildings policy to be agreed as part of GMSF
18. To accelerate carbon neutral retrofitting and new build, GM will design innovative finance and delivery mechanisms (including a Retrofit Accelerator) to retrofit homes and buildings with energy efficiency and carbon reduction technologies (thereby reducing fuel bills of local authorities, businesses and residents).	GMCA	Growth Hub, Third Sector, NGOs	<ul style="list-style-type: none"> • The Carbon Neutral Buildings Retrofit report has been published. • A Retrofit Challenge Group has been established to facilitate the design of innovative retrofit finance and delivery mechanisms, and an implementation plan is agreed (including an options appraisal). This group will lead on driving forward the target to retrofit 61,000 homes pa
19. A particular challenge is the generation of renewable energy in GM given its established infrastructure and geography, which limit opportunities for centralised power generation. Government and GM will continue to work together to provide the policy, legal and financial arrangements to establish the city-region as an Energy Transition Region to accelerate innovative local renewable energy generation, storage, and efficiency.	GMCA	GM HEIs, Growth Hub	<ul style="list-style-type: none"> • The Strategic Outline Case for a 'GM Energy Transition Region' has been developed and reviewed. • Key partners and stakeholders for delivering the Energy Transition Region have been identified. • Funding for set-up and operation of the Energy Transition Region is being sought. • A 'energy challenge group' will be set up as part of the Clean Growth mission – this group will lead on driving forward the target to install 45 MW of renewable energy capacity in GM • GM Energy Company business case work to be completed by Mar 2020.
20. Establish a place-based whole system approach to energy supply and demand to create a Local Energy Market as a platform for integrating existing into a smart grid.	GMCA	LAs, Energy Cos	<ul style="list-style-type: none"> • Funding to commence detailed design and validation of a Local Energy Market secured. • Options for overcoming regulatory barriers being developed (BEIS and Ofgem).
21. GM will develop large-scale modular construction facilities capable of building new homes at the quantity, pace, and environmental standards needed to deliver carbon neutral living and meet GM's	GMCA	Housing Developers,	<ul style="list-style-type: none"> • Preferred option for a GM approach to Modern Methods of Construction (MMC) identified and action plan agreed.

demanding new homes pipeline. This will be part of a Modern Methods of Construction and Design for Manufacture and Assembly centre of excellence in GM , coordinated with the UK Construction Innovation Hub, and feeding local employment, skills development and training, and supporting a new manufactured homes industry.		LAs, Innovate UK, GM HEIs	
22. The right skills will be essential to delivering the city-region mission for carbon neutral living by 2038. GM will prioritise Rapid action to provide relevant training , particularly in priority skills gap areas such as whole house deep retrofit.	GMCA	Colleges and training providers	<ul style="list-style-type: none"> • Proposal to align GM Skills Investment with priorities in the GM LIS, agreed. • Action plan in place. • STEM Framework being delivered to increase talent pipelines for priority occupations, including action planning for specific requirements of MMC.
23. The shift to carbon neutrality will mean that some firms, particularly those that have carbon intensive operations, will need support to accelerate their progress towards carbon neutrality without constraining growth. GM partners will develop a programme to support businesses to accelerate the implementation of energy and material efficiency measures in the design and production of products and services . This will also support a reduction in waste and the eradication of avoidable single use plastics.	GC/GMCA	GMCA, NWBLT, SMEs, Larger Business	<ul style="list-style-type: none"> • A Business Clean Growth Mission Group will be established, building on existing private sector engagement (incl. Sustainable Business Partnership). • The group is working to map out gaps in current support and future opportunities for collaboration.

Theme 5: People

Context and challenges

- The city-region has made huge strides over the past decade to improve the skills base and reduce the proportion of the population without any qualifications or out of work due to ill health.
- However, poor health and deficits in certain types of skills and talent is restricting economic growth, and the fragmentation in the education and training system presents barriers to further progress.
- GM's ambition is to deliver ambitious improvements in skills and employment for the 2.8 million people living in the city-region. Central to this is developing a responsive city-region skills system that enables all people to achieve their full potential and provides the skills businesses need for the future.

LIS 2040 ambition:

- A skills and work system that enables people to realise their potential, supports emerging industries and is responsive to employers.

Strategic priorities:

- Support institutions to increase the number of people learning in those rated as good or outstanding – from early years, to schools, colleges and training providers.
- Give all young people and adults a clear line of sight to opportunities for education, skills development and work in the city-region.
- Ensure all residents have the functional skills and attributes employers need, particularly English, maths and digital skills; and enhance creative skills.
- Support adults to enter the labour market and progress in work through connected employment, progression and transition support.
- Increase take-up of the technical qualifications, including apprenticeships, needed to drive the GM Local Industrial Strategy (particularly at levels 4 and 5).
- Increase employer investment in workforce development – including digital skills, management and leadership - and in workforce health. It will also ensure that employees are gaining the skills to retrain and progress.

Action	GM Lead Organisation	GM Supporting Organisations	Year 1 Milestone
*24. There is great potential in the education, skills and work system. Government (DfE and DWP) and GM have agreed to work in partnership to determine how this can be harnessed. The aim is to ensure the education, skills and work system can support everyone in the city-region to reach their potential, and for employers to have access to the skills needed to deliver the ambition set out in the GM Local Industrial Strategy. Government and GM will work in partnership to explore opportunities to connect national and local post-16 skills and work policies in GM to deliver an effective offer for the 2.8 million citizens of GM. The partnership will report within 9 months to the GMCA and DfE and DWP Secretaries of State, setting out the respective actions all parties agree to take forward and will move the joint working between GM and government to the next stage	GMCA, DfE, DWP	ESAP (and members' networks)	<ul style="list-style-type: none"> • The outcomes of the nine-month programme of joint-work have been reported to GM and the DfE and DWP Secretaries of State, including the respective actions (short and longer term) that all parties agree to take forward and that will move the joint working between GM and government to the next stage. • A 'map' outlining the desired future work/skills system will be complete, as well as a 'roadmap' of how to move from the current system to the system needed to ensure the skills of the workforce to support LIS priorities are developed
25. GM will also align skills and work activity with health and care and other public services , in line with the recommendations of the Prosperity Review, recognising the links between good physical and mental health, employment and productivity.	GMCA, GMHSCP	PHE	<ul style="list-style-type: none"> • A programme of Local Care Organisation development will be in place across the 10 areas of GM and are identifying which local actors can contribute to improving health and well-being at a neighbourhood level and how can they be better connected, including physical and mental health services, support with housing, debt problems, loneliness, employment, and access to leisure. • Two new Working Well expansion test and learn pilots for early help and specialist care & support will have gone live. • Approach to upscaling the GM Reform Investment Fund agreed with government to provide a unified city-region fund to use alongside local funding to drive improvements in health, housing, skills and education, crime and prevention services in tandem and at greater pace. • First phase of the programme of work with Professor Sir Michael Marmot complete, outlining how GM can become the first 'Marmot City Region' in England.
26. To help more people over-50 get back into employment, GM, the Department for Work and Pensions, and the Centre for Ageing Better are exploring a new approach to employability support for older residents using a 'test-and-learn' approach . This will be used to inform the national and local evidence base about what works.	GMCA	DWP, CfAB	<ul style="list-style-type: none"> • Proof-of-concept live, supporting older people to remain economically active in order to promote good health and help employers meet skills gaps
27. Government and Greater Manchester are also working together to support the development of the National Retraining Scheme through the development of the Greater Manchester Local Industrial Strategy.	GMCA	DfE, DWP	<ul style="list-style-type: none"> • Options for developing and aligning the scheme, and the requisite actions, will be explored and reported as part of the activity within Action 24 above.

Theme 6: Infrastructure

Context and challenges

- GM has successfully delivered significant infrastructure improvements and investment in the past ten years.
- The city-region now aims to upgrade, integrate and future-proof its infrastructure, to create a 21st century city-region with extreme digital connectivity, clean and inclusive growth and – through work with others – improved access to national and global markets.

LIS 2040 ambition:

- A coordinated infrastructure system, better commuting and connections north-south and across the Northern Powerhouse.

Strategic priorities

- Develop an Infrastructure Plan for the city-region and identify sources of sustainable, long-term local investment, to sit alongside devolved funding streams, to fund the delivery of the Plan.
- Short-term action to improve transport system performance through rail devolution, bus reform, trialling tram-trains, continuing to expand the city-region's walking and cycling infrastructure, and changing regulations to promote a cleaner, more efficient and integrated transport system.
- Radically improve connectivity with other UK cities through High Speed 2, continue developing GM as the global 'Gateway to the North' through the Manchester Airport Transformation Programme, and work through Transport for the North to deliver the growth case for Northern Powerhouse Rail.
- Develop a roadmap for digital-led innovations that enable better coordination of the transport system.
- Continue transforming the digital connectivity of the city-region to drive economic growth and innovation, working with government to meet national targets of nationwide full fibre coverage by 2033 and full roll-out of 5G technologies for most people by 2027.

Action	GM Lead Organisation	GM Supporting Organisations	Year 1 Milestone
*28. To build the integrated 21st century infrastructure that GM needs, a comprehensive infrastructure plan for the city-region is required. This needs to meet both local and national priorities, developed in consultation with government and infrastructure providers, and underpinned by a consensus to propel its delivery and Success. Implementation Plans will take into account how infrastructure development can contribute to the delivery of the full GM Local Industrial Strategy, including the Clean Growth Mission and reforms of the education and skills system.	GMCA/TfGM		<ul style="list-style-type: none"> • A comprehensive plan of work to build a GM Single Infrastructure Plan – covering Transport, Site Infrastructure and Low Carbon infrastructure will be implemented via the GM Infrastructure Programme. This will cover five workstreams around: Strategic Case for Change; Scheme and Portfolio Development; Funding and Financing; Scheme prioritisation and decision making; campaign building
29. To ensure strong national input to the Plan, government will join the GM Strategic Infrastructure Board , overseeing implementation of national and local plans and providing operational expertise to improve the performance of the city-region's transport, housing, energy and digital infrastructure.	GMCA		<ul style="list-style-type: none"> • The GM Infrastructure Programme will involve significant engagement with Government, linked to the Government's response to the National Infrastructure Commission. As the programme develops in the light of that response the correct representative of HMG will be identified to join the GM Strategic Infrastructure Board, or relevant governance arrangements.
30. GM has a successful track record of delivering significant investment programmes. However, delivering truly integrated 21st century infrastructure will require further institutional development to build on the already robust governance, capacity and assurance processes in place. GM will therefore review its institutions, structures and processes to ensure the city-region can continue to deliver successful integrated infrastructure programmes.	GMCA-TfGM		<ul style="list-style-type: none"> • GM will agree the resources and structures needed to progress with the GMIP into 20/21, which will lead into a longer term review of the institutions, structures and processes needed to develop, design and deliver the Low Carbon Infrastructure GM needs to deliver the LIS ambitions.
31. GM will need appropriate and innovative investment and delivery models to deliver the scale and range of investments needed, which do not currently exist. The Prosperity Review agreed with the National Infrastructure Assessment that an integrated strategy for infrastructure at city-region level should be backed up by stable, substantial, devolved funding. GM will consequently explore options for achieving sources of sustainable, long-term local investment into infrastructure .	GMCA-TfGM		<ul style="list-style-type: none"> • Initial proposals for achieving sources of sustainable, long-term local investment into infrastructure for GM have been developed as part of the GMIP workstream outlines in Action 28 above
32. Short-term action is needed to address congestion and increase productivity and employment growth. Building on the powers already devolved to the GM Mayor, GM will continue working with government to improve the performance of GM's transport system through greater local influence over rail services and stations, bus reform, trialling tram-trains, and regulatory reforms that complement the shift to cycling and walking, in the context of the Williams Rail Review.	TfGM		<ul style="list-style-type: none"> • Priorities of TfGM's 2019-2024 Transport Delivery Plan have been finalised, and the necessary programme of reforms has been set out and agreed. • GM's evidence has been to the Williams Rail Review.
33. To radically improve connectivity between GM and other UK towns and cities and with other countries , GM will work to deliver the growth case for HS2; continue developing GM as the global 'Gateway to the North' through the Manchester Airport Transformation Programme; and work through Transport for the North to deliver the growth case for Northern Powerhouse Rail and improvements to Manchester-Sheffield road links.	TfGM	GMCA, TfN	<ul style="list-style-type: none"> • Northern Powerhouse Rail and HS2 Business Cases to be delivered in 2019/20 (subject to outcome of HS2 Review).
*34. To identify the locally-led changes needed to drive and shape innovation-led transport improvements, GM and government will develop a programme of activity for transport innovation to explore new ideas and bring together relevant stakeholders for collaboration.	TfGM	GMCA	<ul style="list-style-type: none"> • Action to be reviewed in November 2019 following the outcome of GM's bid for Future Mobility Zone funding.

<p>35. To continue transforming the digital connectivity of the city-region to drive economic growth and innovation, GM will continue to work with government to meet national targets of 100 per cent full fibre coverage by 2033 and full roll-out of 5G technologies by 2028, and to develop the right investment models and balance of public and private investment.</p>	<p>GMCA-TfGM</p>		<ul style="list-style-type: none"> • Contracts awarded for GM's LFFN programme and delivery underway • As part of this the 'GM Prospectus' will be agreed – to encourage, and make it easier for, private sector investment in fibre infrastructure in GM • Deployment of GM's digital infrastructure investment pipeline is continuing (subject to national and local policy development)
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Theme 7: Ideas

Context and challenges

- Innovation – the development and deployment of new ideas – is embedded throughout this Local Industrial Strategy: in health and care innovation and the development and commercialisation of advanced materials, in meeting the Clean Growth Grand Challenge and in digital and creativity.
- However, there are gaps in the commercialisation ecosystem and GM's research and development spending is lower than comparable city-regions.
- Increasing innovation by firms and across the public sector will be crucial to meet the Industrial Strategy target of 2.4 per cent of GDP being invested in R&D by 2027, and 3 per cent in the longer term.

Strategic priorities:

- Strengthen the city-region's innovation asset base in our Industrial Strategy priority areas of health innovation, advanced materials, digital, creative and media, and clean growth.
- Integrate GM's innovation eco-system to drive commercialisation, facilitate collaborations, partnerships and cross-overs between technologies and industries, and coordinate innovation that addresses the Grand Challenges.
- Drive increased private sector investment into R&D and increase the take-up of national innovation funding in GM to support the achievement of the national 2.4 per cent target.

Action	GM Lead Organisation	GM Supporting Organisations	Year 1 Milestone
36. Government has a target for national investment in R&D to match 2.4 per cent of GDP by 2027. The Prosperity Review showed GM lags behind comparable city-regions in overall R&D spending, R&D tax-credit take-up, InnovateUK funding take-up, and university R&D spending. To ensure GM maximises its contribution to this target and increases overall investment in innovation, it will be critical to extract maximum value from existing innovation assets, and those under construction, and to continue to invest in maintaining world-class excellence in our opportunity areas. Synergies between GM's strengths and the Grand Challenges must also be exploited. GM will continue working with government and UKRI to maximise the impact of existing investments in innovation assets in the conurbation and incentivise private sector investment in R&D.	GMCA	GM HEIs, GC, UKRI	<ul style="list-style-type: none"> • Bids into the Industrial Strategy Challenge Fund, as well as other related innovation funds as aligned to LIS priorities are being encouraged and coordinated, including but not limited to: <ul style="list-style-type: none"> ○ Strength in Places Fund (2 & 3) ○ Manufacturing Made Smarter ○ ISCF Healthy Ageing ○ ISCF Sustainable Plastics ○ ISCF Smart Energy Systems ○ DfT Future Mobility Zone • Working group established to initiate review of the impact of innovation support and funding for GM businesses.
37. To drive faster commercialisation, facilitate collaborations, partnerships and cross-overs between technologies and industries, and coordinate innovation that addresses the Grand Challenges, GM will continue to reinforce its innovation ecosystem , coordinating public and private sector response to the GM LIS, focused on the strengths and opportunities it identifies. This work will be coordinated by the Greater Manchester Innovation Board, whose membership includes local universities, leading innovative firms, the Medicines Discovery Catapult, Manchester Science Partnerships, public bodies, UKRI, and Nesta.	GMCA	Innovate UK, HEIs, GC	<ul style="list-style-type: none"> • Develop a business case and identify potential resources to launch a GM Social Innovation Fund, aligned to the national Industrial Strategy Challenge Funds. • Map opportunities to use public procurement to stimulate innovation across multiple innovation areas, starting with the Clean Growth Mission.
38. To reduce financial barriers to private sector innovation, and drive progress towards the national 2.4% target, GM will also work to identify and address gaps in the innovation funding ecosystem in the city-region.	GMCA	GC, Pro Manchester, NWBLT, GM HEIs	<ul style="list-style-type: none"> • As a first step, GM will review the landscape of Early Stage Investment seed funding and Venture Capital Funding in the city-region - in partnership with the City of London, financial services firms, and industrial strategy sectors. This will evaluate missed opportunities to commercialise innovation due to gaps in this section of the financial landscape. This will include an assessment of the case for an early stage investment seed funding programme drawing on private investment and targeted at sub-£500,000 investments.
39. To drive increased private sector investment into R&D, GM will also test new, and evaluate existing, routes for commercialising knowledge. This will include a pilot programme to develop a Cooperative Intellectual Property (IP) Bank.	GC	GM HEIs, GMCA, North West Intellectual Property Office	<ul style="list-style-type: none"> • The outline case for a GM IP Bank will be presented to the GM Innovation Advisory Board for review and to identify likely funding routes and implementation mechanisms that can be operationalised in 2020/21.

Theme 8: Business Environment

Context and challenges

- GM's economy is diverse and there is a sophisticated mix of industries and supply chains in the city-region creating huge opportunities for business growth and diversification.
- Frontier firms in every sector are exporting, innovating and growing investment in the city-region, but a 'long tail' of low-productivity firms exists in GM as elsewhere, and the city-region underperforms on exports and innovation adoption.

LIS 2040 ambition

- Raised productivity and pay across sectors, driven by innovative well-managed businesses which are trading and investing globally.

Strategic priorities:

- Strengthen the leadership and management capacity of businesses and enterprise in GM to increase productivity and skills utilisation.
- Implement a GM Good Employment Charter to improve skills utilisation and management standards and so raise productivity across all sectors.
- Support all business and enterprise to adopt innovations and create new products, services and business models.
Sustain and develop the strong business support infrastructure, based around the Business Growth Hub, by further strengthening support to drive innovation (including business model innovation), productivity, workforce development and scaling up businesses in key sectors.
- Drive further internationalisation of GM's business and enterprise base, supporting exports, inward investment, and international partnerships.

Action	GM Lead Organisation	GM Supporting Organisations	Year 1 Milestone
*40. Greater Manchester has a thriving diverse business base and an extensive and mature network of business advice services, centred around the Business Growth Hub. However, business density levels are below the national average and, while there are highly productive firms in every sector, there is a long tail of less productive firms in the city-region. Government and GM have already made significant investments in the Growth Hub, making it the largest in the country. To build on these investments, Government and GM will work together to better coordinate business support programmes for increasing skills utilisation, innovation and productivity; driving up leadership and management capacity, and supporting scale-ups to internationalise as well as the wider business support offer available. Work will focus on enabling more local businesses to access this support, and providing more targeted support including one-to one advice, mentoring and peer-to peer programmes.	BGH	GMCA	<ul style="list-style-type: none"> • Continuing to deliver existing Growth Hub and national programmes and ensure that support is in place to support firms through Brexit, including delivering targeted account management support through the GM-funded Productivity & Inclusive Growth Programme. • Agree scope for joint GM-HMG review of national business support services available to GM businesses to identify opportunities to align programmes and fill gaps. • Secure funding for and implement 'Place Innovation Pilot' in Stockport to test new routes to grow highly productive and innovative business clusters. • Develop a proposal and identify funding mechanisms for an innovation adoption programme (shared asset, B2b learning) with the Greater London Authority and Greater London Growth Hub. • Internationalisation Strategy refreshed in line with the GM LIS. Launched by March 2020. • Current scale ups cohorts being supported through the Global Scale Up programme, forging international links and developing new enterprise led events. Second tranche of GM cohorts being onboarded onto the programme. • Revise GM Investment Strategy in line with GM LIS in Summer 2019. • All calls for GM allocations of ERDF (innovation, low carbon, and business support) closed. GM working with MA to advise on successful projects. • See action 42 for leadership and management actions.
41. GM will continue to rationalise regulation services to make access to advice and support simpler and easier for business , particularly regulations relating to innovation and exports.	GM Regulatory Centre of Excellence	GC	<ul style="list-style-type: none"> • Continue to deliver the GM Regulatory Centre of Excellence, providing a "one stop shop" for regulatory support and advice to businesses across Greater Manchester. • Identify – jointly with government – regulatory barriers to innovation and exporting and agree approach to addressing these through the GM Regulatory Centre of Excellence
42. To reinforce GM's increasing contribution to UK soft power, existing global partnerships and approach to business (such as Manchester-India Partnership and Manchester-China Forum), and to build on the focus provided by this Local Industrial Strategy, GM will create a GM Global Prosperity Partnership model , to be promoted by the Department for International Trade. This model will create city-to-city partnerships to build deep two-way relationships, and strategic partnerships in key markets and sectors through programmes on entrepreneurship, technology, IP exchange and collaborative R&D .The model will also build on GM's Global Scale-Up Programme.	MIDAS	GMCA	<ul style="list-style-type: none"> • Model for the Global Prosperity Partnership developed in outline (including agreeing government's role in its promotion), and approach is embedded within the refreshed GM Internationalisation Strategy. • GM Global Scale-Up Programme continuing to support cohorts of high potential firms to internationalise.
43. The development and roll-out of the GM Good Employment Charter , will provide another lever for raising leadership and management, amongst GM's employers, improving productivity, wages, and job quality in all sectors, particularly those that have not traditionally engaged with public sector funded business advice. The Charter will also improve skills utilisation, raise employment standards and encourage employers to focus on the health and well-being of their workforce.	GC	GMCA	<ul style="list-style-type: none"> • The GM Good Employment Charter launched in July 2019 with 60 supporters, • Membership pilot complete in Summer/Autumn 2019, managed by a 'Charter Implementation Unit'. • November 2019 agree membership standards/criteria.

*44. GM will also work with local universities to maximise the local impact of their excellent leadership and management training and development offer.	GMCA	GM HEIs, GC	<ul style="list-style-type: none"> A Leadership and Management Working Group is established to review solutions needed to boost management and leadership skills amongst GM's businesses, and to develop and implement an action plan. Action Plan agreed by March 2020.
45. GM will develop a plan for increasing the productivity of big sectors in the 'foundational economy' , including retail, hospitality and tourism, and social care. GM will work with large employers in these sectors to help understand progression routes and skills gaps to inform the work of the skills partnership and help businesses develop plans to access new workers or tap unused skills among their existing workforce. GM will continue to support the adult social care workforce, developing new roles, better career prospects and leadership training, skills and development. As these sectors face many of the same challenges across the country, GM will also work with other areas on addressing these challenges.	GMCA	GC, GM Anchor Institutions (inc. HEIs)	<ul style="list-style-type: none"> Proposal for developing a plan for the foundational economy is presented to the GM LEP, Growth Board and Public Service Reform Board by March 2020. Launch the GM Business Tourism Strategy 2020-25 and Action Plan including the Business Visits and Events Action Plan including a Productivity Programme to increase business conferences bids, targeting lower occupancy months. Work with Visit Britain and DCMS to develop and deliver the National Tourism Sector Deal, with input that delivers for GM across connectivity, productivity and skills Develop GM Tourism Skills Action Plan including establishing GM Tourism Talent Hub.
46. GM has a strong embedded Social Value procurement policy , which is being updated to reflect Industrial Strategy objectives, including those relating to the foundational economy.	GMCA	AGMA, LAs, other public bodies.	<ul style="list-style-type: none"> Update of GM Social Value Procurement Policy initiated in September 2019 and complete by March 2020.
47. GM will continue to create the optimum conditions for Social Enterprises to thrive and grow productive and valuable careers, products and services, including support and advice on development and innovation.	GMCA	GMSEN, GMSEA, Coop Commission	<ul style="list-style-type: none"> Cooperative commission reports in November 2019 with recommendations for how to create optimum conditions for cooperatives. Launch Social Enterprise Advisory Group by October 2019, reporting in March 2020 for how GM can create the optimum conditions for social enterprises to thrive and support the delivery of the GM LIS..

Theme 9: Place

Context and challenges

- GM has many strengths: from the dynamic city centre, to the creative cluster around the Quays and the concentration of research excellence on the Oxford Road Corridor, to the industrial hubs in Trafford Park, Wigan, Rochdale and Bolton, and vibrant town centres across the city-region.
- The Local Industrial Strategy recognises the city-region's local variation, and aims to bring prosperity to all of GM's communities, in line with the recommendations of the Independent Prosperity Review.

Strategic priorities:

- Ensure a thriving and productive economy in all parts of GM, by maximising national and international assets, city and town centres, strategic employment locations and neighbourhoods.
- Reduce inequalities, promote diversity and improve prosperity by addressing barriers to participating in employment and accessing opportunities across the city-region.
- Building on city, growth and devolution deals and continue reforming public services to ensure local public services are focused on improving outcomes and reducing inequalities.

Action	GM Lead Organisation	GM Supporting Organisations	Year 1 Milestone
*48. Through the implementation of this Local Industrial Strategy, GM will seek to strengthen economic areas across the city-region based on their unique opportunities and challenges, building on the diversity of its people and places. Each part of GM and each industry sector will need a different mix of policy interventions to realise their full potential, which could include investment in infrastructure, skills, business support, design and marketing, or specialist incubator spaces and premises. Each GM local authority has committed to setting out how the key issues identified in the GM Local Industrial Strategy interlink with opportunities and barriers in their locality, and to develop action plans to coordinate GM and district level implementation and deliver real change in all parts of the city region.	GM Districts	GMCA	<ul style="list-style-type: none"> • A response to the GM LIS and IPR has been issued by each GM Local Authority, setting out how the key issues/opportunities in their areas align with the GM Local Industrial Strategy. • A GM Transformational Growth Location pipeline covering all 10 districts has been agreed and is aligned with priorities in GM LIS.
49. The GM Model of Unified Public Services is the framework through which the city-region will ensure that all public services are focused on improving outcomes and reducing inequalities. GM will continue to implement and review the city-region's emerging public service reform model, supported by existing innovation funding and other local funding streams. GM will also consider how the funding for the model can be put on a sustainable and long-term basis.	GMCA	GMHSCP	<ul style="list-style-type: none"> • Reform Investment Fund planning/ redevelopment to be initiated in Autumn 2019. • Approach agreed in principle with Government as part of the 2020 Spending Review.
50. The government and GM will agree an Implementation Plan setting out clear milestones, deliverables, and timings for the actions set out in this strategy. An annual review of progress will be produced, that will be reviewed at a meeting of a government and 'Greater Manchester Implementation Group, made up of senior officials from across government and GM.	GMCA		<ul style="list-style-type: none"> • Implementation Plan to be agreed by GMCA in October 2019 and with HMG by end of 2019. • First Implementation Group held in early 2020. • Annual review of progress published in May 2020
51. At a regional level, the GM Industrial Strategy will inform, and be aligned with, the government's Northern Powerhouse Strategy , which is due to be refreshed in 2019.	GMCA		<ul style="list-style-type: none"> • Milestone is dependent on HMG plans for refresh of NPH Strategy.
*52. GM and government will put in place a comprehensive evaluation programme for the Industrial Strategy, that will include project evaluations for the specific schemes that are implemented as part of the GM LIS, An independent overarching process and impact evaluation will be put in place to assess the efficacy of government and GM in delivering against the objectives set out in this strategy. Results will be reported annually to both GM and government. A three-year review will be undertaken in April 2022 on the quantitative impact of the strategy, including an assessment of the current set of interventions and the latest evidence on 'what works' in collaboration with independent experts. Results of the evaluation will also be presented annually to the national Industrial Strategy Council.	GMCA	TBC	<ul style="list-style-type: none"> • Scope for process evaluation to be developed by October 2019. • Evaluation commissioned and initial report by end of 2019. • Initial evaluation results presented to the national Industrial Strategy council in early 2020.

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ECONOMY BUSINESS GROWTH AND SKILLS SCRUTINY COMMITTEE

Date: 11th October 2019

Subject: Apprenticeships in Greater Manchester

Report of: Sean Fielding, Portfolio Lead for Education, Skills, Work and Apprenticeships

PURPOSE OF REPORT

This attached presentation follows on from a request by the Committee to receive further insight into the work being undertaken to ensure that Greater Manchester leads the way in the provision of quality apprenticeship opportunities.

A highlight report will follow as a supplementary paper to this presentation.

RECOMMENDATIONS:

Scrutiny members are asked to:

1. Note the presentation and comment on the work that is underway to improve apprenticeship opportunities in Greater Manchester.

CONTACT OFFICERS:

Gemma Marsh, Assistant Director of Skills, Policy, Strategy and Delivery, GMCA
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Nic Hutchins, Principal Skills Manager (Apprenticeships & Technical Education), GMCA

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Risk Management – n/a

Legal Considerations – n/a

Financial Consequences – n/a

Financial Consequences – Capital – n/a

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Apprenticeships in Greater Manchester

**Key Contact: Nic Hutchins – Principal Skills Manager
(Apprenticeships & Technical Education)**

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#SEEDIFFERENT

Apprenticeships are seen differently because of the contribution they make and the opportunities they bring

Do Different

Organisations will be working together to ensure all Apprenticeship opportunities are of the highest quality

Be Greater

We will be an exemplar of Apprenticeship employment with a range of opportunities to develop skills and improve business productivity

Our Vision

Greater Manchester will **lead the way** in Apprenticeship employment, providing quality opportunities for learning and development

More of our employers than ever before will see the contribution that **high quality, sustainable** Apprenticeships can make to their business and their workforce

Our residents will be **inspired** and **supported** to make decisions about how an Apprenticeship can support their personal and professional development

In Greater Manchester Apprenticeships, create more and better **opportunities for anyone** looking to develop their career at any time

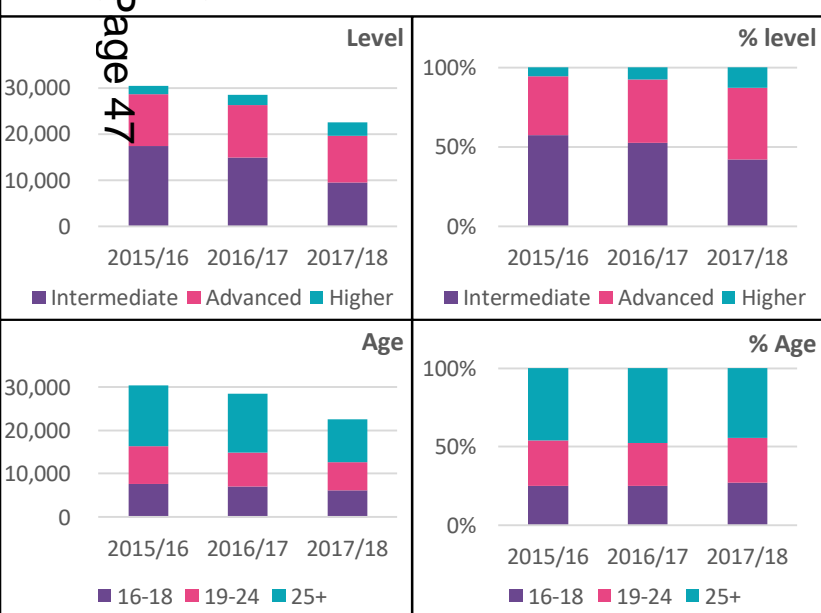
7 key areas of work

- SME Apprentice Support
- Maximise the impact from Levy Payers
- Deliver the Public Sector Apprenticeship Approach
- Improve the quality of Apprenticeships
- Remove barriers to Apprenticeships
- Provide information and advice about Apprenticeships
- Prioritise sectors and occupations with the highest skills needs

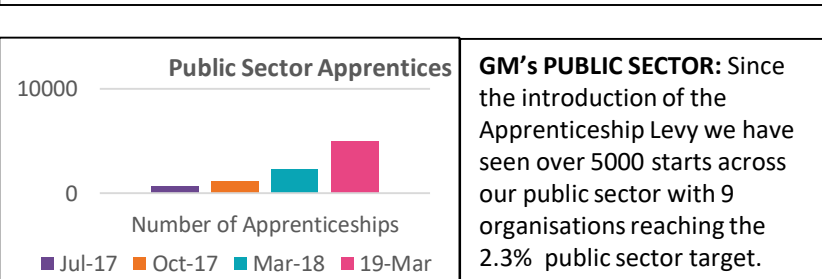
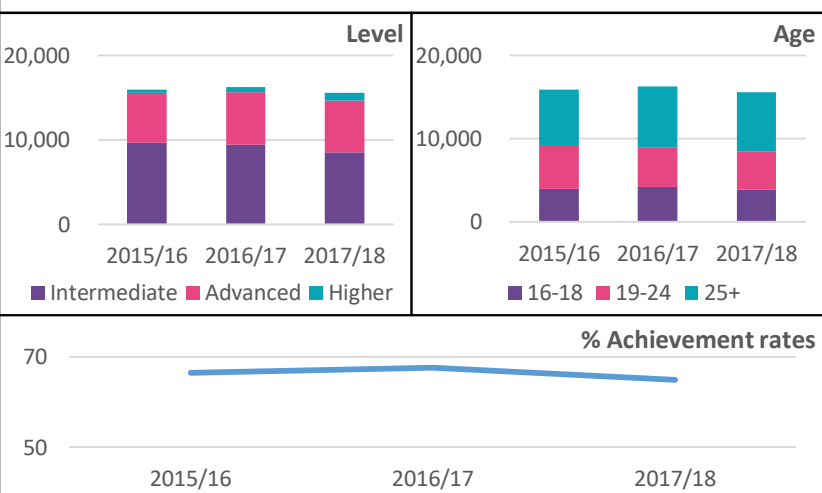
Key Facts and Figures 2017/18 academic year

STARTS: As with the national picture, apprenticeship starts have declined in GM following the raft of apprenticeship reforms implemented since 2016. Within this overall picture however we are seeing:

- An increase in the actual number of Higher and Degree Apprenticeship Starts allowing more people to progress in to higher technically skilled occupations
- An increase in the proportion of starts by young people busting the myth that employers are less inclined to recruit young people
- A significant decrease in the number of intermediate level starts meaning there are less opportunities available for people to enter and progress through apprenticeship levels as a route to development, however a proportion of previous apprenticeships at this level were low paid / low skilled existing members of staff and therefore this decrease could indicate an overall increase in quality of opportunity.

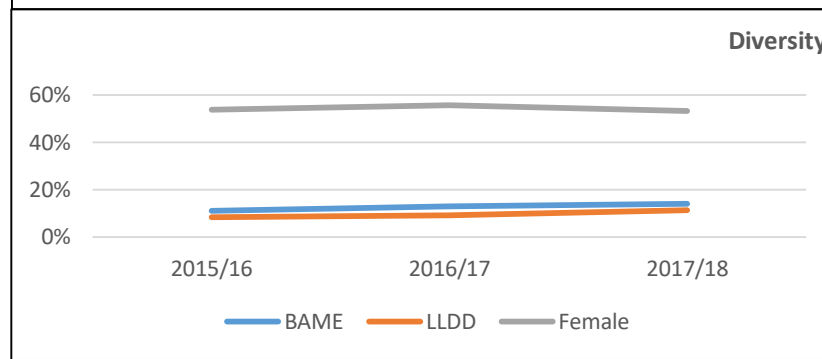


ACHIEVEMENTS: Whilst start numbers have declined in recent years, the number of achievements has remained fairly constant for both age and levels. This is a positive reflection of the quality of provision and opportunity being offered and the success rates being achieved by our providers. Whilst numbers of achievements don't directly correlate to the number of starts each year, Apprenticeship Achievement Rates provide a indication of overall performance – the % of apprentices due to achieve that actually did. This has also remained relatively constant over the last 3 years, although still highlights approx. 1/3 of apprentices do not complete their programme.



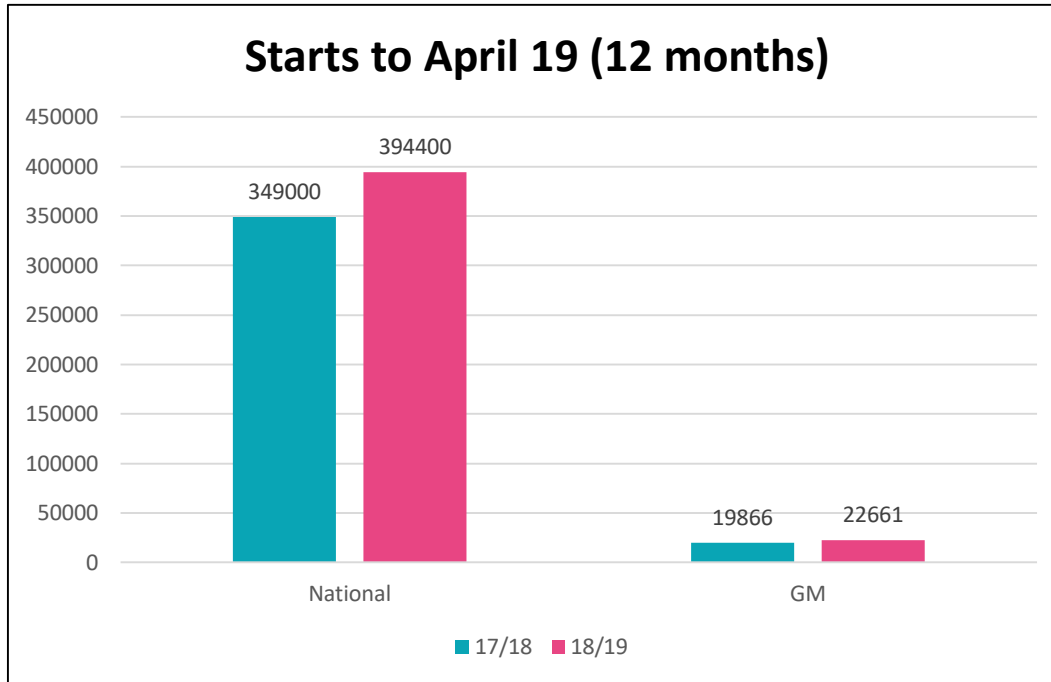
GM's PUBLIC SECTOR: Since the introduction of the Apprenticeship Levy we have seen over 5000 starts across our public sector with 9 organisations reaching the 2.3% public sector target.

DIVERSITY: GM has an ambition that it's apprenticeship workforce is representative of the wider workforce. There is currently a target for BAME (16%) but not specifically for LLDD or gender. We are making progress however, and figures demonstrate a growing diversity of apprentices overall however significant variations exist between specific sectors and occupations.

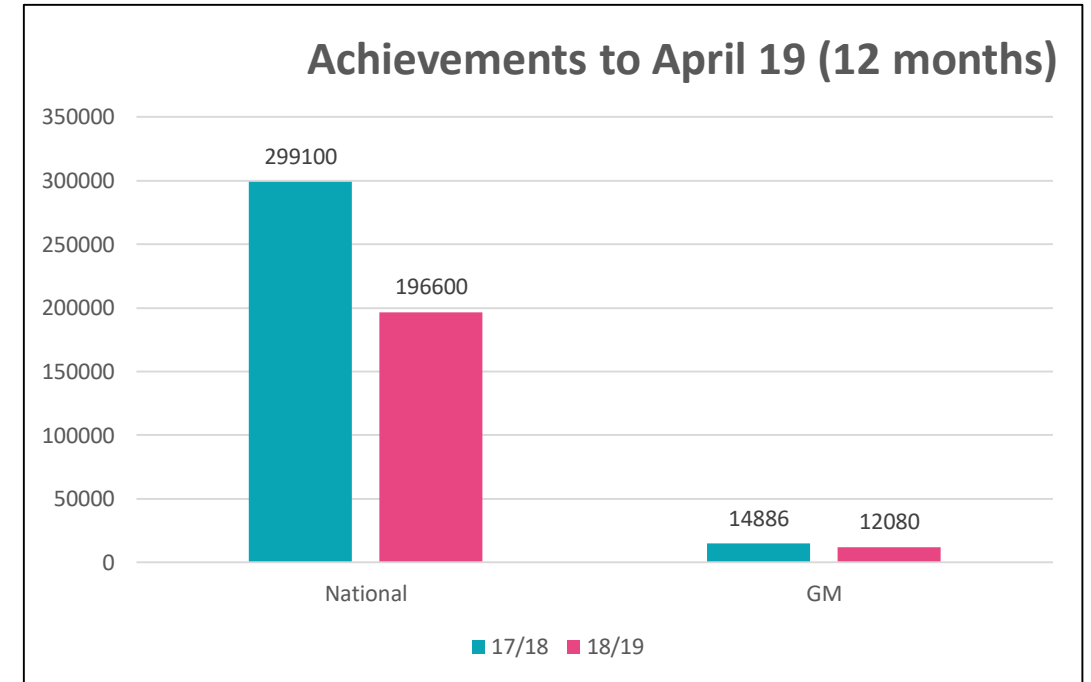


SECTOR TRENDS: Whilst, as would be expected, we have seen a decline in apprenticeship starts across the majority of sectors. **Construction and Digital** have bucked this trend and both show a growth in opportunities.

Apprenticeship starts	15/16	16/17	17/18
Agriculture, Horticulture & Animal Care	232	247	201
Arts, Media & Publishing	78	51	50
Business, Administration and Law	10249	9170	7430
Construction, Planning & the Built Environment	1524	1220	1286
Education & Training	676	713	518
Engineering & Manufacturing Technologies	4074	3575	2920
Health, Public Services & Care	6977	7658	5784
Information & Communication Technology	841	693	1002
Leisure, Travel & Tourism	883	720	469
Retail & Commercial Enterprise	4819	4359	2902
Science & Mathematics	35	20	29



Starts in Greater Manchester rose by 14% in the 12 months to April 2019. This is higher than the same period at a national level (13%)



Achievements continue to fall in GM, due to changes and delays in implementing Apprenticeship End Point Assessment. The drop however is significantly lower than that seen nationally – 19% compared to 34%

SME Apprenticeship Support

Workforce planning advice and Grants to encourage the creation of new Apprenticeships in our non-levy paying employers.

Aims to create over 600 new apprenticeship opportunities over 12 months

Levy Matchmaking Service

Development of an online portal and filtering system that matches levy paying with non-levy paying employers to facilitate funds transfer. Launch anticipated early August 2019

CPD for Providers

A series of CPD events for 150 provider staff improving the quality of advice and relationships they build with employers around apprenticeships.

BAME Apprenticeship Project

Working with employers, providers and apprentices to remove unconscious bias and increase positive action to ensure apprenticeship workforce is representative of GM's working age population – a target of 16%.

Public Sector Apprenticeship Approach

Driving collaborations between GM's public sector bodies to meet 2.3% target, maximise levy spend and create consistently high quality apprenticeships that support organisations talent and workforce strategies.

Older Apprentices

5% of GM's apprentices are over 50 years old. Working with the Ageing Hub we want to better understand their journey, raise awareness of the opportunities and work with employers and providers to target this cohort

#SeeDifferent

Website, social media and face to face activity to promote GM's apprenticeship opportunity.
www.theapprenticeshiphub.co.uk

Apprentice Ambassadors

60 apprentices to be trained as GM Ambassadors to promote Apprenticeships to all potential cohorts of apprentices (and their potential employers)

Pre Apprenticeships and Traineeships

Research to understand current traineeship delivery, and propose other pre-apprenticeship activity required to ensure people are Apprenticeship ready across sectors.

Care Leavers

Working with LA's and other partners to ensure a consistent offer for care leavers linked to Apprenticeships across GM's localities

Health and Social Care Sector

Developed strategic narrative around apprenticeships for the sector. Currently working with locality transformation groups to embed Apprenticeships and develop pilot projects.

Post GCSE Apprenticeships

The Prosperity Review highlights that technical Apprenticeships provide one of the best routes out of disadvantage. This work will look at schools with high apprenticeship destinations at the end of year 11 to better understand and support others to encourage school leavers to consider this route.

Project Examples

SME Apprentice Support Package – Launched April 2019

The challenge

Drop in Apprenticeship numbers within SME's

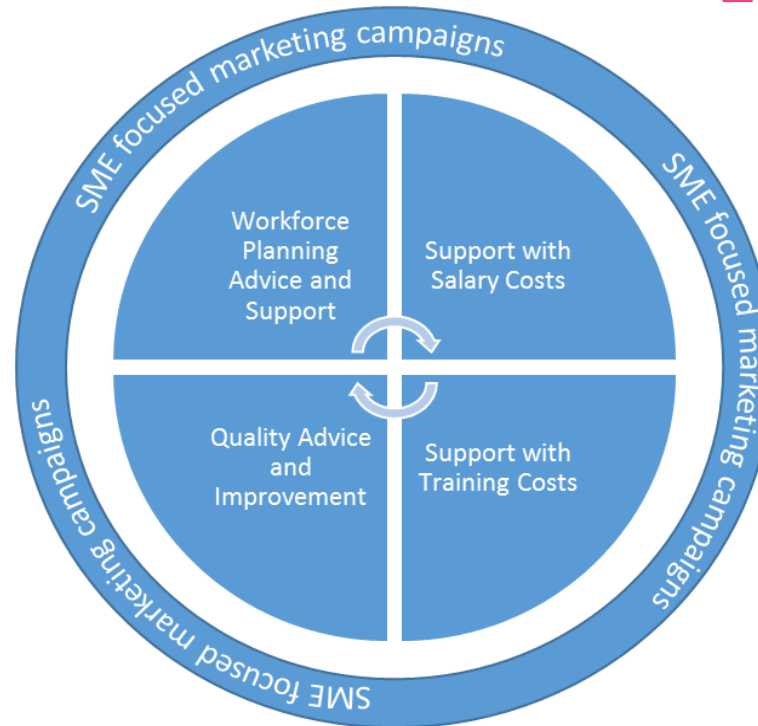
Co investment cost to employers

20% off-the-job and cost of backfilling staff

Lack of quality and consistent advice about apprenticeships

Lack of general awareness and understanding

Perception of complexity in the system



Building on

GM AGE	Local Schemes	SEDA
Quality Criteria	SME GAP	#SeeDifferent

The GM Impact so far (Aug 19)

Supported 214 employers to engage with Apprenticeships

Created 21 new Apprenticeship opportunities through WFP support

Grants committed to 160 employers - £480k

Launched a levy matchmaking service – 8 transfers completed to date - £130k

Employer quality toolkit in development

CPD for 60 business engagement staff

SME Case studies and role models

Social media campaigns and activity

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GREATER MANCHESTER DOING THINGS DIFFERENTLY #SEEDIFFERENT LEVY MATCHMAKING SERVICE

Login | Register

Home About the Project Find a Match Get in touch

Welcome to the Levy Matchmaking Service

This site is designed to match smaller employers with larger donor organisations, who are looking to support funding apprenticeship training using their apprenticeship levy. Start by creating your account to gain access to all the great opportunities that exist within Greater Manchester.

Login View my Opportunities Submit an Opportunity

- Launched 1st August 2019
- £1,372,000 committed by levy donors including Lloyds Banking Group, Timpsons, The Cooperative Group, Salford City Council
- Other Public Sector organisations also need to sign up to ensure Levy retained within GM
- £155,000 agreed in transfers to date
- 10 apprenticeships have been assisted.
- Further connections are ongoing via the service that will lead to further levy transfers in the very near future.

Older Apprenticeships

- Ensure that apprenticeships are seen as an opportunity for re-skilling, returning to work or career changes
- 5% of app starts are 50+
- Research – Awareness Raising – Pilot Projects

BAME Apprenticeships

- To ensure apprenticeship workforce is representative of the wider working age population
- Target = 16%; currently 14%
- Working with employers, community leaders, providers and apprentices to remove unconscious bias and take positive action

Care Leavers

- Supporting EET sub-group of Care Leaver Trust Board
- Creating a consistent and strong offer for care leavers – employers and providers
- Common approach from LA's

Learning Disability / Difficulty

- Raising awareness of apprenticeship opportunities for people with LDD
- Potential for public sector pilot

Flexible delivery

- Looking at different models of employment and delivery to increase access to apprenticeships for people unable to work full time (or 'normal' working patterns)

Post GCSE

- Prosperity review highlights that technical apprenticeships are one of the best routes out of disadvantage, and the earlier the better
- How to increase apprenticeships starts (and confidence in them) for people directly post GCSE

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GM Public Sector Apprenticeship Approach

Headlines

1,451 Public Sector apprenticeship starts in GM from September 18– March 19

50% increase in actual apprenticeship spend by March 19 compared to previous year

68% of GM public sector apprenticeships are members of the existing workforce

Over 6,000 Apprenticeship Starts since the introduction of the Levy – already over 60% towards the 10,000 public sector target

GM Public Sector Highlights

Health and Social Care Workforce Strategy developed identifying how apprenticeships will support key GM skills shortages

GM Public Sector organisations performing higher than national averages in all comparable categories

Rochdale Council were 2018 Apprenticeship Award winners for Recruitment Excellence and 18/19 spent their entire Levy allowance

Cohorts of people identified to fill key skill gaps through apprenticeships

Oldham, Rochdale and Wigan councils all scoring higher than the 2.3% Government target for new apprenticeship starts

GMMH, MFT, The Christie, GMCA and GMP also hitting the target already, with 8 other public sector organisations project that they will hit their target by March 19

All Local authorities, GMP, and TfGM using the DPS and running mini competitions with organisations collaborating on a range of apprenticeships

Working with providers to embed strategic GM initiatives into their delivery such as the iDEA, Leaders in GM principles and to support them in collaborative work across GM

Apprenticeship Levy transfer principles agreed by the network to ensure that this money remains in GM

Bury Council have become the first GM organisation to complete a transfer and fund 33 apprenticeships on the L2 Adult Social Care Standard. Salford and Tameside also completed transfers.

Flexible and Part Time apprenticeship guidelines developed and being promoted

Currently looking at mechanism to ensure guaranteed Public Sector job interview for all GM apprentices

Key ongoing work in 2019

Help combat the chronic shortage of AHPs targeting specific groups into key apprenticeship pathways – incorporated in their newly launched strategy

Social Work degree collaboration from 3 LA's piloted in March 2019. Second collab involving a further 5 LA's due to start in October

Work collaboratively with greater jobs and the NHS Careers Hub to promote exciting and positive public sector apprenticeship opportunities

End 2019 with even more GM Public Sector organisations achieving their 2.3% apprenticeship target

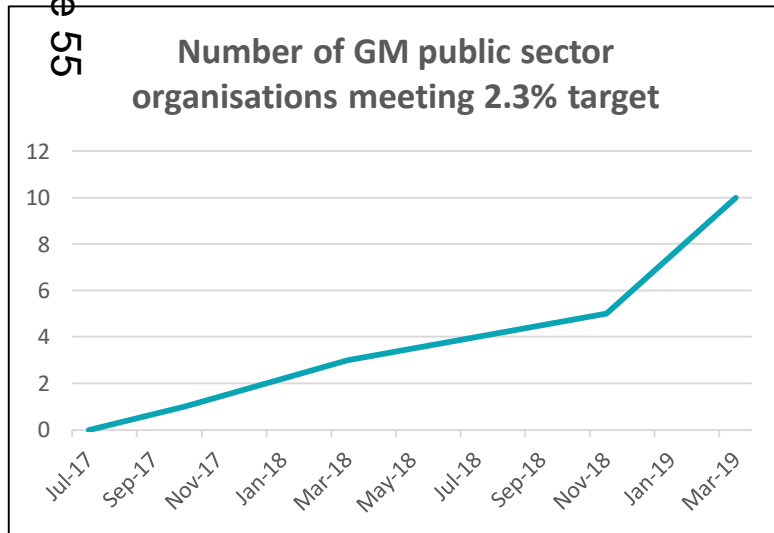
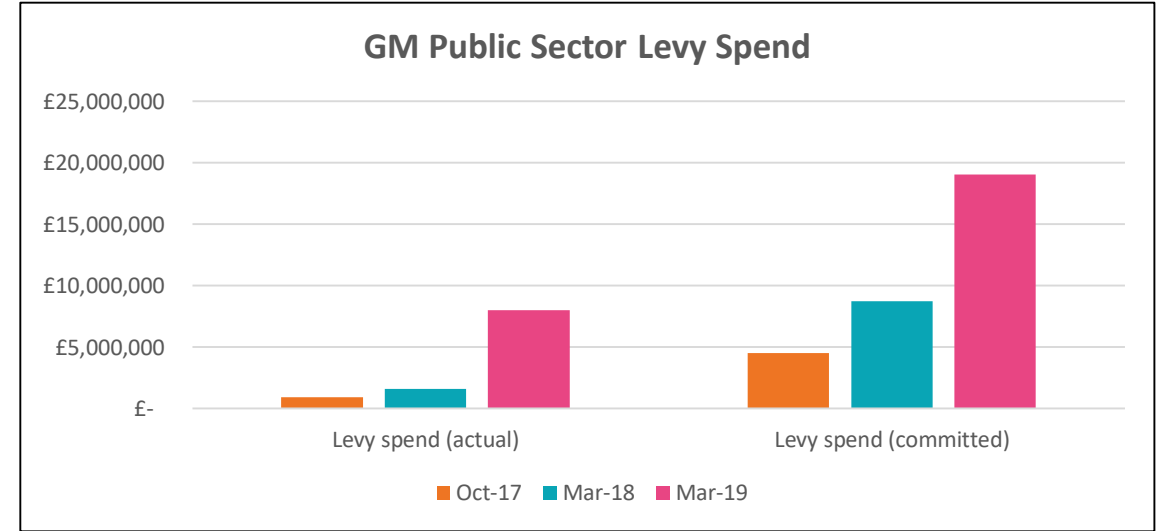
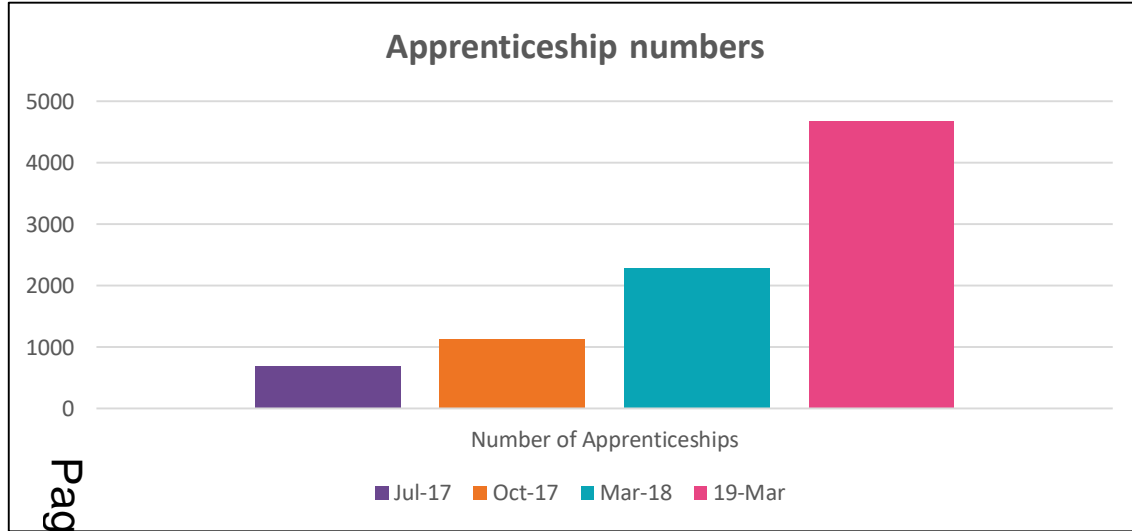
Working with NW Employers facilitate Welcome Days, and an online e-learning induction. Pilot with apprentices before rolling out for whole public sector.

Consistent and improved recruitment, employment and progression routes with Apprenticeships included as part of length of continued service

'Attract a diverse workforce onto public sector apprenticeships through the quality and quantity of standards on offer in GM'

'Deliver bespoke training with quality approved providers offering flexible apprenticeships and added value'

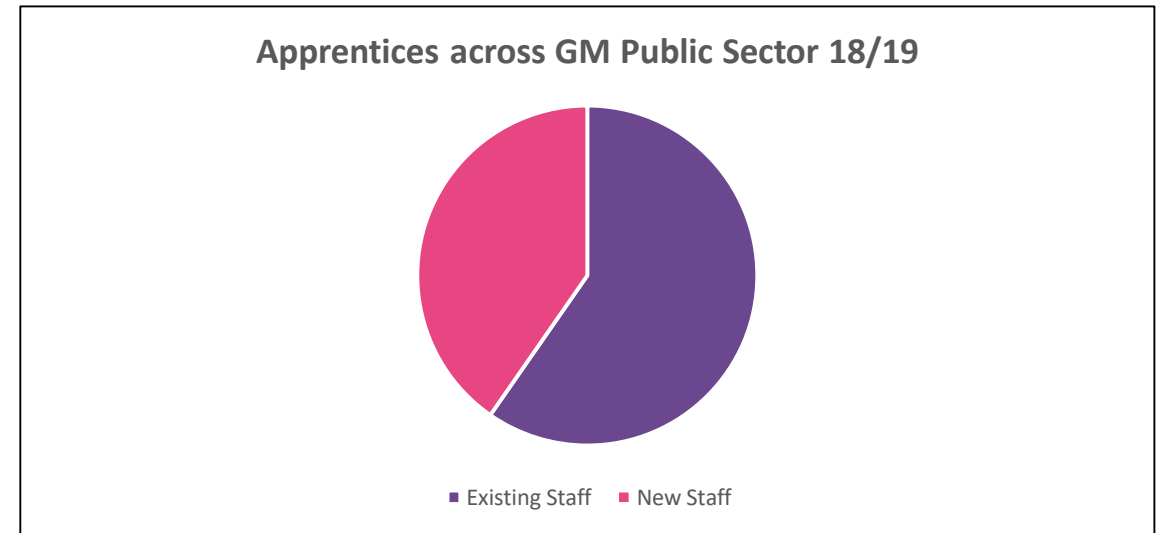
'Retain our GM public sector apprentices with strong terms and conditions and clear progression pathways'



GM LA average - 1.67%

NHS Trust Average - 1.78%

Overall GM Public Sector average - 1.74%



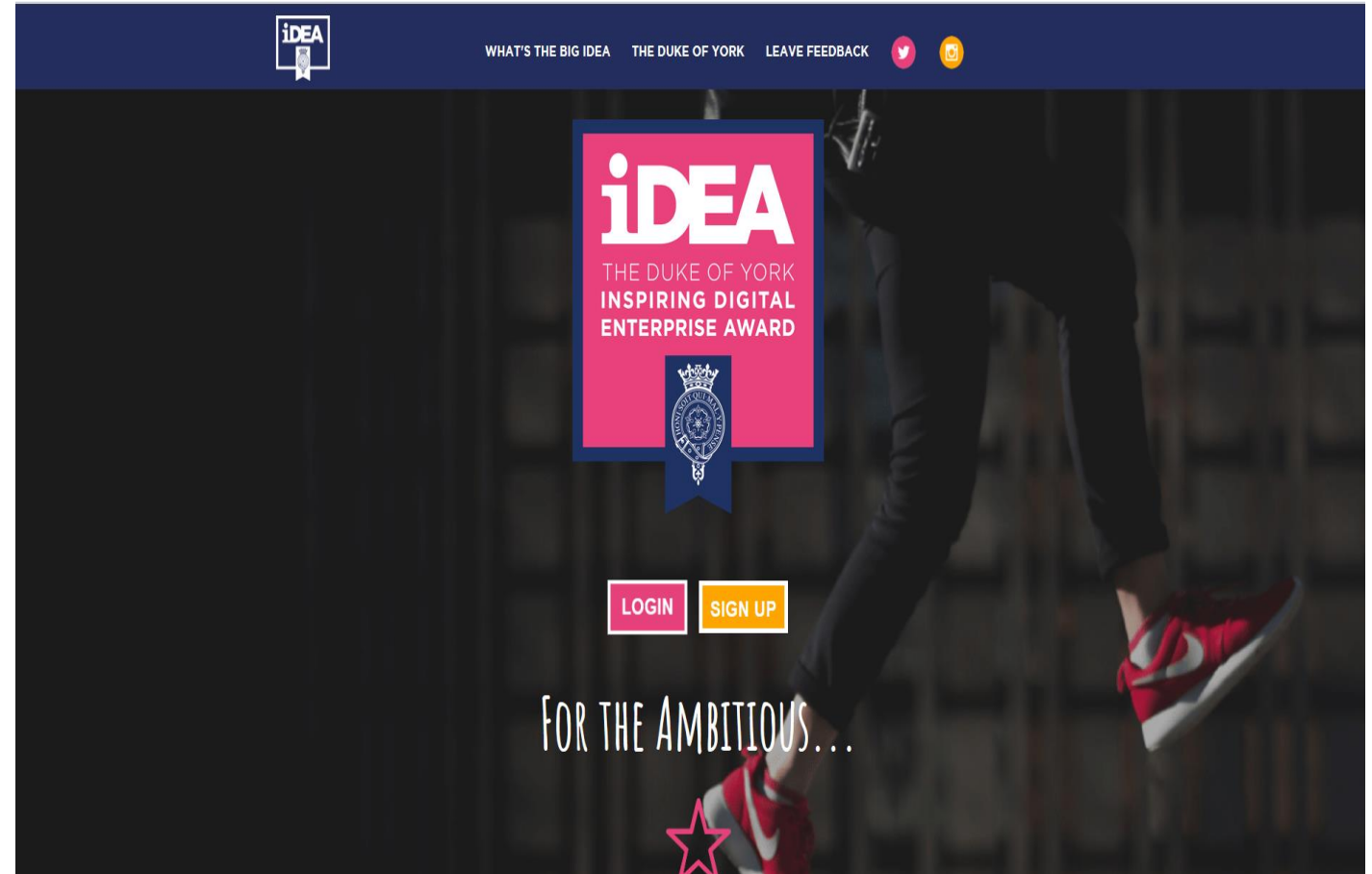
- Support more organisations to achieve the 2.3% public sector target.
- Encourage public sector levy payers to use Matchmaking service and keep money in GM
- Guaranteed Public Sector Job interview for apprentices
- Develop E-Learning induction for apprentices
- Remove barriers to apprenticeships and help create a more diverse workforce across the public sector
- Prioritise sectors and occupations with highest need particularly for hard to fill roles
- Continue to facilitate the Dynamic Purchasing System identifying high quality apprenticeship providers for public sector partners

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- Rolled out the iDEA digital literacy programme for all apprentices
- Specific code so we can track numbers
- Links with Digital Skills Strategy for GM





GMCA

This project is funded through the Greater Manchester Apprenticeship Hub City Deal

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GREATER MANCHESTER

APPRENTICESHIP HUB

SEE THINGS DIFFERENTLY

BECOME AN APPRENTICE

FOR PARENTS

FOR SCHOOLS/COLLEGES

FOR EMPLOYERS

FOR PROVIDERS

MEET OUR AMBASSADORS

The Greater Manchester (GM) Apprenticeship Ambassador Programme is a free information service, utilising real apprentices' first-hand knowledge and experiences to promote Apprenticeships as a viable and successful route into a career.

Our Ambassadors share their experiences and inspire potential future apprentices, employers and other key stakeholders at a range of events across Greater Manchester.

- 18 month programme
- 50 Apprentice Ambassadors trained since April 2019
- 6 school events attended last term
- Target to recruit BAME and Older apprentices to ensure representation
- Social media takeovers on Facebook and Twitter to promote through #SeeDifferent

BOLTON
BURY

MANCHESTER
OLDHAM

ROCHDALE
SALFORD

STOCKPORT
TAMESIDE

TRAFFORD
WIGAN

#SEEDIFFERENT

WWW.THEAPPRENTICESHIPHUB.CO.UK

Any questions?

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ECONOMY BUSINESS GROWTH AND SKILLS SCRUTINY COMMITTEE

Date: 11th October 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:

- i) Discuss activity underway to deliver the GM Business Productivity and Inclusive Growth 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 (BGH), part of The Growth Company (GC).
- 1.2 The programme is funded by LGF/LA (£26M), 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 Greater Manchester Strategy 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 and Annex A provides a summary of key programmes where applicable:
 - 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 output and expenditure profiles have now been agreed across all areas.

2. BUSINESS PRODUCTIVITY PROGRAMME - Module A – Start-up Programme

Table A - Outputs achievement to June 2019

Output	Cumulative target	Cumulative actual	%	All Years	Remaining
Businesses assisted	9	29	322%	350	321
Jobs created	0	55.6	100%	150	94.4
Entrepreneurs supported	60	188	313%	1300	1112
New business start ups	0	54	100%	540	486

- 2.1 The StartSmart programme commenced January 19 and continues to provide support to residents across all ten local authorities who want to determine if self-employment is right for them via the pre-start programmes. It also provides support to those who have recently started their business through, start-up and scale-up programmes. There are four teams supporting this activity - Prescale, Start-up, Growth and the partner People Plus.
- 2.2 As shown in Table A above, Module A is exceeding targets in all four areas due to the successful uptake of the programmes offered. Businesses are seeing the impact of the support provided which is demonstrated by the number of jobs being created. The impact of the support provided to entrepreneurs can be seen by the number of new business start-ups. People Plus performance has also been strong and in all cases momentum from the previous programme has been maintained.
- 2.3 The Prescale Programme consists of University KickStart, Recipe4Success, Spark2Scale, Tech Spark and 1-2-1 support. Descriptions of these can be found in Annex B.

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

Table B - Outputs achievement to June 2019

Output	Cumulative target	Cumulative actual	%	All Years	Remaining
Businesses assisted	313	400	128%	2936	2536
Businesses assisted receiving IDB support	3	31	1033%	473	442
Jobs created	73	52.6	72%	1528	1475.4
Greenhouse gases reduction (tonnes)	80	142	178%	5735	5593

- 3.1 The Growth Programme commenced October 18 and as the table above depicts is continuing to exceed targets with the exception of jobs created. One of the reasons for the success is that the team is delivering a full intensive service of support which includes demand led one to one support with an advisor which has proven popular with clients. We have traditionally seen a lag between the support provided and jobs created and are monitoring this closely. At this stage we are unclear what impact Brexit might have on delivering job outcomes.
- 3.2 The Growth programme's Account Management Service will provide direct provision of growth support to all eligible growth focused SMEs through an initial diagnostic to help them overcome barriers and implement strategies for growth. A key function of this service is to work closely with existing private and other publicly funded programmes to ensure that clients get access to the most appropriate advice and support. The recruitment of Account Managers has been taking place during this quarter but has been slower than anticipated – the Lead Key Account Manager and Lead Account Manager have both been appointed but work will fully commence once all the team is in place which ultimately will lead to the jobs created target being achieved too.
- 3.3 The Growth programme also consists of projects that are match-funded by ERDF – these programmes include but are not limited to the Innovation, Carbon Reduction and Sectors Programmes.
- 3.4 The Innovation team working in partnership with Innovate UK, has adopted the KTN 'Innovation Canvas'¹ as their diagnostic tool. The Canvas helps businesses to focus on the most important challenges faced when developing an innovative product, service or process by using it to prioritise next actions, and to seek fresh perspectives, ideas or advice.
- 3.5 The Innovation in Action cohort programme was fully launched during the period. The new programme addresses the demand from the high volume of innovative micro-businesses with the potential to develop and commercialise new to the firm and new to the market product/services. The programme will also be used to triage those who

¹ Knowledge Transfer Network 'Innovation Canvas'

have scalable novel innovations who will receive additional one to one support to take forward collaborative projects.

- 3.6 The Carbon team approved 15 grant applications in this quarter with a total project value of £91,053 and grant value of £45,526. These delivered a carbon saving of 142tCO₂e. The reason for exceeding the target has been threefold as the team have focused on, firstly, engaging with new clients referred as identified by advisors. Secondly, by progressing a programme of engagement workshops with supply chain partners and thirdly by supporting businesses with grant applications.
- 3.7 Workshops held included 'Optimising Your Packaging' delivered on 2nd May 2019 with 9 attendees and 'Developing an Effective Environmental Policy' delivered on 23rd May 2019 with 9 attendees. These events were promoted via the website, through local authorities and via advisors.
- 3.8 The People, Skills and Talent programmes have supported businesses on a range of workforce development challenges including supporting them to change employee contracts from zero hours and fixed term contracts to set hours and permanent contracts. The team has assisted them with moving from paying the national living wage to the real living wage and these have resulted in benefits to employee engagement and motivation.

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

Table C - Outputs achievement to June 2019

Output	Cumulative target	Cumulative actual	%	All Years	Remaining
Businesses assisted (investments)	1	9	900%	47	38
Jobs created	0	13.5	n/a	237	223.5

- 4.1 The Co-Investment Fund increases the supply of capital to the pipeline of early-stage technology and innovation businesses in GM. The fund shares risk with private Angel investors to help unlock the early stage equity market.
- 4.2 This area continues to generate significant demand – currently there are 17 engaged clients with an aggregate funding requirement of c£7m. A number of these businesses are being considered for investment, with circa 5 businesses with term sheets and, as the table above shows, 9 businesses have secured investment. This is ahead of the target figure due to the volume of interest in the programme and quality of the leads coming in.
- 4.3 There is further demand in the pipeline of approximately £5.5m for 14 other businesses. This excludes a number of opportunities that have been referred to the BGH Access to Finance service for Investment Readiness support.
- 4.4 GC Angels was nominated for Early Stage fund of the Year at the UKBAA Investment Awards this year. Although the team did not win, the nomination recognised the work now taking place and that it had generated a lot of social media engagement.
- 4.5 During recent pitching events there has been an increase in new Angels from a variety of backgrounds thereby helping achieve the aim of gaining diversity in terms of both representation in Angels, and in the investment portfolio. Since this programme

commenced, 30% of investments have been into women-founded businesses and 22.5% into BAME-founders' businesses (data based upon a woman being a director on the founding team, or a BAME individual as part of the founding team).

- 4.6 GC Angels also supported the City Start-Up Challenge at the Etihad, delivering a pitch readiness workshop working with 11 businesses to refine their propositions. Due to the success of this programme, the City supported all 11 MVP² pilots with funding.
- 4.7 A dinner was held within the Manchester Metropolitan University School of Art in April to explore funding and investment in women, from childhood through to adulthood. The event was chaired by Joanne Roaney and Malcolm Press, Vice Chancellor, and included some key academics and industry leaders. GC Angels, alongside female entrepreneurs Lou Cordwell and Jennifer Atkinson were the representatives from a VC perspective. The outcomes were to continue to work to structure a means to support female founders.

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

Table D - Outputs achievement to June 2019

Output	Cumulative target	Cumulative actual	%	All Years	Remaining
Businesses assisted	15	17	113%	307	290
Jobs created	4	8.1	203%	500	492

- 5.1 The GM Targeted Programme consists of 4 elements - Large Companies support, Global Scale-Up, Manufacturing and DCT (Digital, Creative & Technology).
 - 5.1.1 **Large Companies Support** – This programme aims to provide account management for large companies with the aim of improving resilience by helping them to better plan for the future, particularly when dealing with changing markets and to continue to invest and withstand economic shocks related to the current economic climate.
 - 5.1.2 The position of Key Account Management Lead has been recruited and the positions of Account Managers (AMs) are now in the process of being recruited. Recruitment has involved 3 rounds of advertising with the latest round using the services of recruitment agencies in order to ensure that the right people with the right skill set are appointed. The team is also working with MIDAS to ensure that activity is aligned and does not create confusion in the market place.
 - 5.1.3 Conversations have commenced with some large companies – these include but are not limited to JD Sports, Jacobs and ISG.
 - 5.1.4 Bi-monthly meetings with Local Authorities, MIDAS and AMs will be held in order to ensure a coordinated support. The AMs will work with LA teams under local area action plans to ensure resources are working together to deliver a targeted service which will also ensure that a geographic balance is delivered.

² MVP – Minimal Viable Product – a product with enough features to satisfy early investors. The final product is only designed following feedback from early users.

- 5.1.5 The team has met with KPMG and will meet other third parties to discuss cross referrals. KPMG has a network across GM and the plan is to tap into this resource to ensure companies are accessing the breadth of support that is available to them in GM to develop their workforce, including the Good Employment Charter.
- 5.1.6 As part of the above activities, a clear service offer is being developed for larger companies across GM and this has been based on a number of studies carried out around productivity and the issues faced by medium and large companies. A mapping exercise is also being undertaken to look at the support available across the Growth Company and the wider support network. Areas under consideration include the apprenticeship levy, supply chain management, non-competitive benchmarking, network creation, CSR policy, export/internationalisation, cross mentoring, R&D tax credits and strategic working with Local Authorities and the GM LEP.
- 5.2 **Global Scale-up Programme (GSU)** – This programme enables companies to rapidly expand into multiple markets. The main elements include on-boarding³, international growth sprint, international visits and bootcamp sessions.
- 5.2.1 Andy Burnham helped successfully launch the programme generating plenty of publicity, as well as indicating the value of it.
- 5.2.2 The Account Manager for GSU commenced on 1st August and is now running a diagnostic service which will be used to draw up action plans for the companies participating. There are 33 projects on this cohort including businesses from the DCT, manufacturing, education technology, energy and fashion sectors. Companies had to go through a competitive process to get on the programme, and for those who were unsuccessful support is being provided by the Growth Hub and International Trade teams.
- 5.2.3 A number of overseas missions are under development which include some clients attending 'Web Summit', a technology conference in Lisbon on Nov 4th – 7th, in addition to domestic exhibitions, which include the Manchester Food and Drink Festival.
- 5.2.4 Bootcamps and drop in sessions have also been offered to clients. These included sessions delivered on Investing in Hong Kong and International Tax by KPMG, International Culture by DIT, and Legal and Contracts by DWF⁴, thereby providing clients with a well-rounded, fully informative programme bespoke to their individual needs.
- 5.2.5 The next marketing campaign is planned for January through to March with the second cohort to start in April building on any lessons learned from cohort one.
- 5.3 **Manufacturing Project** – The team has developed and launched a new Manufacturing Business Improvement Plan and an accompanying Manufacturing Services Aide Memoire. This programme will support clients to focus on measuring and improving performance across a variety of manufacturing productivity metrics.
- 5.3.1 The programme is on target against profile and work is underway to further develop the Manufacturing Programme service to ensure it aligns with Made Smarter activity.
- 5.4 **DCT 'Amplify' Programme** – This programme is designed to support Greater Manchester's digital, creative and technology businesses to successfully scale up. The nine-month programme is aimed at businesses with the highest potential to generate and sustain growth.

³ On-boarding – in GSU this will involve building a peer to peer network, refining business plans and obtaining practical advice from GM companies.

⁴ Multi-national law firm with headquarters in Manchester

- 5.4.1 The programme is on profile with regards to jobs created. The first cohort has completed its programme which culminated in a successful end of programme event in June yielding 9.2/10 in terms of customer feedback.
- 5.4.2 Most of the jobs created as a result of the programme have salaries above £30,000 per annum, which indicates that high value jobs have been generated. Of this, one third have been women appointees. Plans for recruitment for the next cohort are in place and we will continue to focus on working with a diverse group. The jobs created on this programme have helped to exceed the target as displayed in Table D above.
- 5.4.3 After completing an evaluation of Cohort 1, it has been decided that external advisor support will be reduced from 9 days to 6 days for Cohort 2 and will still deliver the expected benefits. This will enable us to recruit an additional Business Advisor to support businesses who were not able to enter or could not afford the £6,000 Programme fee.
- 5.4.4 Furthermore, the team built on the programme's marketing assets including a programme brochure and video case studies which will be used to assist in recruiting Cohort 2 over the summer months ready to commence the next programme in October.
- 5.5.1 **Local Authority Frameworks** – Local Authority BPIG Frameworks have been produced and will serve as a basis for the work now being taken forward by the Account Managers.
- 5.5.2 Brexit Seminars/Workshops have been developed and will be delivered across 9 Local Authorities between 19th September and 26th October.
- 5.5.3 A Brexit Preparedness conference call was held with all Local Authorities on 16th September.
- 5.5.4 The table below shows the spread of performance by LA area.

Table E – Local Authority Impacts

Local Authority	Businesses Created	Business Assists	New to Firm	GHG Reduction	Jobs Created	Entrepreneurs Supported
Bolton	0	39	1	0	0	2
Bury	0	25	0	0	9	11
Manchester	9	123	0	0	23	38
Oldham	0	45	0	82	0	18
Rochdale	2	22	0	21	4	2
Salford	5	37	0	15	8	25
Stockport	11	39	1	0	15	42
Tameside	13	17	0	3	13	1
Trafford	10	37	0	0	11	31
Wigan	4	50	0	21	5	13
TOTAL	54	434	2	142	88	183

- 6. MADE SMARTER PROGRAMME** - This programme is designed to support manufacturers, engineers, makers and creators with facilities or operations in Cheshire, Cumbria, Lancashire, Greater Manchester and Liverpool City Region to grow through the adoption of new technologies. The effective use of digital technology can provide a significant boost to efficiency/productivity and the bottom line. The pilot will run to March 2021. The NW Steering Group meets bi-monthly and is made up of both large and SME manufacturing businesses. A&T Engine Controls and Mettler Toledo represent GM. GMCA is also a member of the group as the accountable body.
- 6.1 Made Smarter continues to build on the foundations mentioned in the previous report. The majority of the team has now been recruited, with only a couple of Industrial Digital Technology specialist advisers and a relationship manager vacancy to fill. The Organisation & Workforce Development Adviser has recently joined and will be working closely with the LEP skills teams to understand how SMEs digital skills needs can be met and how they are best delivered to improve productivity.
- 6.2 To date 659 SMEs have engaged and 44 projects have been approved. The performance dashboard is shown below (Table F) together with a breakdown of projects split by LEP area.

Table F

KPI	Business case definition	How will we measure	Target to 31 March 2020	Performance to date	% of target	Programme Target	Performance to date overall	% of target
3,000 engagements	Engage 3,000 companies who would gain an increased awareness of the benefits of Industrial Digital Technologies	Web registrations; plus 1-2-1 engagement with programme	1,430	659	46%	3,000	659	22%
		1-2-1 engagement with programme; plus 1-2-many engagement at events		1,523	107%		1,523	51%
600 companies supported	Provide assessment of 600 companies and develop business models for adoption of IDTs	CRM evidence of IDT support; plus SMEs having a student placement (minus those with IDT time); plus SMEs attending L&M training (minus those with a student placement or IDT time)	286	256	90%	600	256	43%
480 funded projects	Intensively assist 480 companies who would undertake in-depth projects with third parties at an average grant of £20k (matched funded) i.e. total average project	Funded projects	229	44	19%	480	44	9%
300 student placements	300 student placements working within SME companies to provide capacity and capability to help identify digital solutions in SMEs where they do not have the skills to start on their digitalisation journey	Student placements as recorded on CRM system	114	5	4%	300	5	2%
20 new tech start-ups		Start-up defined as 0-2 year old business	5	-	0%	20	-	0%
100 L&M delegates	100 SME leaders undertaking development to support strategic and cultural change as a result of adopting IDTs	Delegates attending the 5 planned cohorts	40	12	30%	100	12	12%
Increase GVA by £115M by 31 March 2022	Lead to a GVA impact of up to £115m over 4 years ¹⁶ . This GVA assumption is based on local partner and industry calculations of private costs; BEIS consider use of a 3.7 NPV as a more robust estimate as set out in VFM table	Difference between the GVA baseline data from the last published accounts for a business and the three-year GVA forecast in the grant application	£ 54,865,000	£ 34,298,598	63%	£ 115,000,000	£ 34,298,598	30%
Grant defrayed	Defrayed funds per programme accounts to 31 August 2019	Defrayed funds per programme accounts to 31 August 2019	£ 4,580,000	£ 432,040	9%	£ 9,600,000	£ 432,040	5%

Funded Projects summary by LEP area	No. projects	FTEs	Project value	Grant award	Intervention rate	New jobs	Upskilled jobs	GVA increase
Cheshire & Warrington	5	80	187,410	93,705	50%	29	-	1,848,955
Cumbria	11	612	1,105,784	272,814	25%	31	41	6,691,896
Greater Manchester	10	601	810,278	218,511	27%	53	103	8,302,172
Lancashire	11	805	1,949,554	301,849	15%	45	145	12,212,904
Liverpool City Region	7	250	813,748	275,434	34%	50	-	5,242,671
Total	44	2,348	4,866,774	1,162,313	24%	208	289	34,298,598

- 6.3 The second cohort of 11 recipients of Made Smarter funding was announced with a co-ordinated PR push locally, regionally and nationally.
- 6.4 The Pilot has also commissioned a programme of 15 short workshops on the subject of Digital Transformation. These take place over 2½ days and are focussed on informing SMEs about the digital technology adoption potential into their business and to provide them with a roadmap to work along. Initial feedback has been extremely positive. This is to help ensure that SMEs have a digital strategy against which to develop their business once the Made Smarter support has been completed.
- 6.5 The first cohort in the Made Smarter Leadership & Management programme is now in progress with 12 businesses participating. The second cohort is now being recruited and will start at the end of January.
- 6.6 There are 12 written case studies approved and available on the Made Smarter website plus a video case study. The website address is <https://www.madesmarter.uk/>. The PR strategy is to highlight local case studies in regional and hyper local press to improve take up of the stories, together with a vertical sector/national trade media campaign which has generated almost 50 pieces of coverage. We are also working with each of the NW LEPs to ensure that the support provided by local Growth Hubs is also highlighted.
- 6.7 A video case study for The Nursery Kitchen is finalised and there are 2 more video case studies in progress: Blends and DT Engineering.
- 6.8 August was a strong month for PR coverage with over 13,906,190 opportunities to see the North West Pilot, 12,240,362 opportunities to see the Made Smarter Review/Commission and 54,000 Manufacturing Made Smarter Challenge.
- 6.9 September events included:
- Digital Transformation - 11th September, Burnley - Made Smarter led event targeting SME manufacturers to provide them with the tools to start their digital transformation journey.
 - Manufacturing Made Smarter - Tuesday, 10 September 2019, Jackson Stephen LLP - North West Manufacturing Club event with a Made Smarter presentation.
 - Driving Manufacturing across Cheshire & Warrington - 25 Sep 2019, various venues - First in a series of three events held across Cheshire and Warrington, organised by C&W Growth Hub. Aimed at manufacturing businesses so provide a clear idea of the support, funding and advice available in the region to the. A Made Smarter presentation will be included.
 - Manufacturing Your Future in Bury - Thursday, 26 September 2019, Bury Town Hall - An opportunity for manufacturers in the region to learn about the support available to them, hear a Made Smarter presentation and speak 1-2-1 with an advisor.
- 6.10 The Made Smarter brand development is in the final stages and the Brand Book and Guidelines will be available in October. This will ensure that there is consistency in the use of the branding both in the NW and more widely should activity start to roll out more widely.
- 6.11 The requirements for the new Made Smarter website have now been gathered and we will be going out to tender to engage a development agency. This will provide us with more functionality and analytics.
- 6.12 Vertical marketing campaigns will commence in the next quarter and will focus on Aerospace, Food and Drink and Automotive. Aerospace, supported by BAE systems will focus on a supply chain event in October. The Food and Drink campaign will target

Food and Drink manufacturers late September through a prospect email campaign, LinkedIn Mailer and Food and Drink publications and events.

- 6.13 Work has taken place and will continue through the next couple of months to explore opportunities to engage more manufacturers working with intermediary organisations. Recent meetings include: PWC, Squire Patton Boggs and CYBG – Be Works.
- 6.14 Six student placements have now been made with NW SMEs and a pipeline is being developed. Dedicated resource has been put into place to increase the take up in this area. and work with NW Universities. Target for the pilot is 300 placements.

7 RECOMMENDATIONS

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

ANNEX A

Case Studies

BPIG Case Studies

Flush it Plumbing – A former Operations Director who was made redundant establishes his own business after BGH support.

The Challenge – Joe Duncan was made redundant at the age of 51 and had become tired of constant travelling in his previous role. He decided to explore the possibility of setting up his own business for the very first time. Joe benefited from previously working in the building trade when he was younger, however, he needed guidance when it came to the day-to-day aspects of running a business.

The Solution - Joe and other participants looking to start their businesses attended sessions on the Start Smart programme where they were taken through different steps of setting up a business, while also receiving bespoke personal support from their business advisor.

The Benefits – Joe has set up and established his own business. Flush It Plumbing can now be found on Facebook, Twitter and LinkedIn as his Advisor knew potential customers use the internet and social media to find a handyperson thereby improving Joe's social media skills in the process.

M & I Materials – This company has been a manufacturing specialist of products for science and industry for over a century. The company employs over 180 people at its Trafford factory, and exports to over 60 countries.

The Challenge - One of M&I Materials' key products are varistor ceramic disks, which are used in power systems to protect against electrical surges. They wanted to find out more about how the products behaved under a range of different firing temperatures and times, and whether the processes could be improved.

The Solution - BGH's innovation team introduced the company to its Innovation Vouchers scheme, enabling SMEs to apply for funding they can use to access specialist facilities at Greater Manchester's universities and recognised research organisations. The company began collaborating with experts at Manchester Metropolitan University (MMU), who used special electron microscopes to analyse and scan the disks at an extremely detailed, crystalline level. This revealed more about their structure and how their performance characteristics varied across a range of different manufacturing conditions.

The Benefits - As a result of the tests the company have been able to optimise and refine their processes and introduce new innovations to reduce costs, improve predictability and deliver improved customer service.

DTS (trading as Near-Life) - An investment of £125,000 was awarded to DTS (trading as Near-Life), an AR (Augmented Reality) immersive training business. DTS is an online learning company that uses cutting edge interactive video technology to create bespoke courses, with the objective of bringing a gaming approach to training. The firm has developed its Near-Life™ technology to offer a bespoke first-person experience that challenges users to make real-time decisions.

The Challenge - DTS wanted to enter and trade with the US, Africa and China and required support for their overseas ambitions.

The Solution - GC Angels completed a £250,000 joint equity investment with Maven, to help the business develop immersive technology in the training sector.

The Benefits – DTS have embarked on the next phase of their business, which involves rolling out the Near-Life™ software and technology to a wider user base. They aim to develop a learning eco-system around their technology so that training professionals can license the software to develop and enhance their learning content delivery.

Made Smarter Case Study

Handrail Creations – This company based in Bolton manufactures specialist handrails. The father and son team combine product design and digital modelling with aerospace engineering experience to produce their handrails.

The Challenge - For the last three years the business has used handheld scanner technology to capture measurements on site before installing the handrail. By capturing this data and inputting it into CAD software it is possible to re-create the area digitally and design the handrail. This helps with accuracy and allows a customer to preview the design before it is fitted.

However, the incumbent scanner is tethered to a battery and laptop which makes it difficult to capture a complex staircase. There is also the problem of data compatibility between the scanner and CAD software to create the necessary geometry for 3D modelling. As every handrail is bespoke all measurements need to be accurate.

The Solution - With the support and match-funding from Made Smarter, Handrail Creations have been able to invest in a new handheld scanner and software designed to integrate with its systems. This latest model is completely untethered and uses cameras and lasers to collect the data to build a 3D picture. This allows the business's design team to access a very definite co-ordinate system for the modelling process and design freedom.

The Benefits - Handrail Creations believes the adoption of the new technology will improve its overall processing speed by 25%. This improved efficiency will improve productivity and support the company's growth plans which include creating two new jobs. The current workforce will also be upskilled with training on the new software system. The boost in productivity at Handrail Creations is also expected to boost the region's GVA by £103,079 by 2022.

ANNEX B

Glossary

University Kickstart

The Kickstart programme has been developed in collaboration with Salford University & MMU. BGH partners with them to deliver a start-up programme within their incubator space.

For Salford University it is open to their students, graduates and Alumni. In MMU's case it is open to both their students and graduates as well as residents at Innospace (subject to eligibility).

Kickstart is designed to help turn business ideas into reality by providing support through all the vital steps of setting up in business. It is available for pre-start and start-up businesses (trading up to 3 years).

This is through a combination of 1-2-1 support, action learning sessions and four tailored workshops: Exploring your Business idea, Business Model Development & Financial Management, How to get my first 10 clients and Pitching to Funders

Recipe4Success

This is a comprehensive programme of support for Greater Manchester-based SME food and drink businesses with the aspiration to grow. Through a series of food and drink specific workshops and networking events businesses are assisted to overcome barriers enabling them to become more successful.

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.

Tech Programme – TechSpark

This is a new, bespoke programme delivered in collaboration with WeWork Labs, it aims to support aspiring GM technology businesses in achieving their start-up goals. The programme includes a range of topics directly addressing the common growth barriers faced by companies operating within the ever-changing technology landscape.

Innovation in Action

This programme aims to inspire attendees to innovate and break through barriers in order to help achieve growth by a variety of methods including maximising brand value providing access to funding and helping bring new products or services to the market faster.

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.

2019/20 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 in 2018/19 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.

MEETING DATE	TOPIC	CONTACT OFFICER
11 th October 2019	Work and Skills with a focus on Apprenticeships	Gemma Marsh
	GM Productivity Programme	Alison Gordon
	Local Industrial Strategy	John Holden
	Brexit Update	John Holden
8 th November 2019*	GM Strategy Update	Simon Nokes
	Digital & Creative Investment	Alison Gordon / Phil Swan
	Innovation (linked to LIS)***	Mike Blackburn/ David Rogerson
6 th December 2019	Work and Skills (Transition Points KS2)	Gemma Marsh
	Productivity Update & Attendance of Growth Company	Steven Heales / John Holden
10 th January 2020**	Women’s Employability	Amy Foots
	Internationalisation Strategy	John Holden
7 th February 2020		
13 th March 2020*	GM Strategy Update	Simon Nokes

To be assigned	Progress on the 'Northern Powerhouse'	Simon Nokes
	Social and Economic Outcomes Arising from GMCA's Cultural Programmes	Alison Gordon
<p>*Mayor scheduled to attend ** Visit to Manchester Airport to be scheduled in the New Year ***Mike Blackburn to attend at 3pm</p>		

Items considered at previous meetings

MEETING DATE	TOPIC	CONTACT OFFICER
14 June 2019	GM Strategy Update	Simon Nokes
12 th July 2019	GM Local Industrial Strategy (LIS) Implementation	John Holden
	Skills Investment	Gemma Marsh
	Pankhurst Institute Proposal	John Holden
13 th September 2019	Cultural Investment 2020-22	Alison Gordon
	Cricket Strategy	Nick Fairclough
	GM Town of Culture	Alison Gordon
	Brexit Update	John Holden

Appendix 1 - Items considered in 2018-19 by the Committee

12.04.19	<ul style="list-style-type: none"> • Business • Science
15.03.19	<ul style="list-style-type: none"> • Mayoral Update • Women's Employability/Equalities • GM Cultural Strategy • HMT Skills Pilot • Adult Education Budget Grant Agreements and Contracts • GM Careers Application Platform • Local Industrial Strategy – Presentation
08.02.19	<ul style="list-style-type: none"> • Skills and Employment • Draft Employment Charter • Full Fibre Programme • Local Industrial Strategy (Statement of intent)
11.01.19	<ul style="list-style-type: none"> • Digital • Welfare Reform & Work and Health • Skills Capital
17.12.18	<ul style="list-style-type: none"> • Brexit • Culture • Internationalisation
16.11.18	<ul style="list-style-type: none"> • Skills/Employment • Industrial Strategy/ Devolution • Mayor of Greater Manchester Andy Burnham • GMS 6 Month Update and refresh of implementation plan
12.10.18	<ul style="list-style-type: none"> • Northern Powerhouse • AEB Procurement • Work and Skills Underspend
21.09.18	<ul style="list-style-type: none"> • Business • Science • Local Industrial Strategy
17.08.18	<ul style="list-style-type: none"> • Culture • Digital
13.07.18	<ul style="list-style-type: none"> • Brexit • GM Internationalisation Strategy Implementation Plan Update • Local Enterprise Partnership (LEP) • Digital Full Fibre • Welfare Reform
08.06.18	<ul style="list-style-type: none"> • Manchester Airport Economic Impact as a significant asset • Low Pay/Report on Task and Finish Group 'A Fair Economy and Fair Wages' • Adult Education Budget • Amendment to Skills Funding • LGF Application – Skills Capital

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