

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

DATE: Friday, 10th July, 2020

TIME: 10.30 am

VENUE: Via Teams Call

AGENDA

1. **WELCOME AND APOLOGIES**
2. **CHAIR'S ANNOUNCEMENTS AND URGENT BUSINESS**
3. **DECLARATIONS OF INTEREST** 1 - 4

To receive any Member's declarations of interest in relation to any item on the agenda. A blank form for declaring interests has been circulated with the agenda.
4. **MINUTES OF PREVIOUS COMMITTEE MEETING - 12 JUNE 2020** 5 - 12

To consider the approval of the minutes of the meeting of the Committee held on 12 June 2020 as a correct record.
5. **IMPACT OF COVID 19 IN RELATION TO THE GM ECONOMY, BUSINESS GROWTH AND SKILLS - VERBAL UPDATE**

To receive a verbal update which provides an overview of the Impact of Covid 19 in relation to the GM economy, business growth and skills.

BOLTON	MANCHESTER	ROCHDALE	STOCKPORT	TRAFFORD
BURY	OLDHAM	SALFORD	TAMESIDE	WIGAN

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

6. GREATER MANCHESTER LOCAL INDUSTRIAL STRATEGY IMPLEMENTATION 13 - 34

To consider a report of Simon Nokes, Executive Director of Strategy & Policy, GMCA which provides Members with an update on the implementation plan of the Local Industrial Strategy.

7. UPDATE ON INNOVATION, SCIENCE AND GRAPHENE COMMERCIALISATION 35 - 42

To consider a report of Steven Heales, Head of Innovation and Science Policy, GMCA, which provides Members with an update on innovation, science and graphene commercialisation.

8. DRAFT COMMITTEE WORK PROGRAMME 2020/2021 43 - 48

Members are asked to consider the draft Committee Work Programme for 2020/21.

9. REGISTER OF KEY DECISIONS 49 - 60

To note the GMCA register of Key Decisions for the period 1 July 2020 to 30 September 2020 that was published on 26 June 2020

10. PROGRAMME OF FUTURE MEETINGS

To consider the following programme of meeting dates for the Committee for 2020/2021:-

- Friday 7 August 2020 (if required);
- Friday 11 September 2020;
- Friday 9 October 2020;
- Friday 13 November 2020;
- Friday 4 December 2020;
- Friday 15 January 2021;
- Friday 5 February 2021;
- Friday 12 March 2021.

Meetings will commence at 10.30 am and will be held via video conference unless advised otherwise.

Members should note that the meeting on 7 August 2020 is provisional.

Member	District	Political Party
Councillor Barry Brotherton	Trafford	Labour
Councillor Samantha Connor	Bolton Council	Conservative
Councillor Susan Haworth	Bolton	Labour
Councillor Michael Holly	Rochdale	Conservative
Councillor Stephen Homer	Tameside	Labour
Councillor George Hulme	Oldham	Labour
Councillor Jim King	Salford	Labour
Councillor Daniel Meredith	Rochdale	Labour
Councillor Charles Rigby	Wigan	Labour
Councillor Becky Senior	Stockport Council	Liberal Democrats
Councillor Basat Sheikh	Manchester City Council	Labour
Councillor Greg Stanton	Manchester	Labour
Councillor Kerry Waters	Stockport	Labour
Councillor Mary Whitby	Bury	Labour
Councillor Michael Winstanley	Wigan	Conservative

Substitute Members:-		
Councillor Akhtar Zaman	Bolton	Labour
Councillor Diane Parkinson	Bolton	Conservative
Councillor Roy Walker	Bury	Conservative
To be confirmed	Manchester	Liberal Democrat
Councillor Hazel Gloster	Oldham	Liberal Democrat
Councillor Sam Al-Hamdani	Oldham	Liberal Democrat
Councillor Ray Dutton	Rochdale	Labour
Councillor Pat Sullivan	Rochdale	Conservative
Councillor Ali Leitner	Salford	Conservative
Councillor Karen Garrido	Salford	Conservative
Councillor Adrian Pearce	Tameside	Labour
Councillor Ruth Welsh	Tameside	Conservative
Councillor Sean Anstee	Trafford	Conservative
Councillor Adam Marsh	Wigan	Conservative

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:

✉ paul.harris@greatermanchester-ca.gov.uk

Tel: 07973877213

This agenda was issued 2 July 2020 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 – 10 JULY 2020

Declaration of a Councillor's Interests in Items Appearing on the Agenda

NAME: _____

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 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

FOR PREJUDICIAL INTERESTS

YOU MUST

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

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.

- 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 12 JUNE AT 10.15 AM VIA WEBCAST**

Present: Councillor Michael Holly (in the Chair)

Bolton: Councillor Samantha Connor
Councillor Susan Haworth

Bury: Councillor Mary Whitby

Manchester: Councillor Greg Stanton

Oldham: Councillor George Hulme

Salford: Councillor Jim King

Stockport: Councillor Becky Senior

Trafford: Councillor Barry Brotherton

Wigan: Councillor Charles Rigby
Councillor Michael Winstanley

In attendance

Oldham Cllr Sean Fielding, GMCA Portfolio Lead for Employment, Skills & Digital
GMCA Joanne Heron, Statutory Scrutiny Officer
GMCA Gemma Marsh, Director of Skills (Policy, Strategy & Delivery)
GMCA Simon Nokes, Executive Director of Policy and Research
GMCA Lee Teasdale, Governance & Scrutiny Officer

E01/20 APOLOGIES FOR ABSENCE

Apologies for absence were received from Cllr Stephen Homer (Tameside) and Cllr Daniel Meredith (Rochdale).

E02/20 NOMINATIONS FOR CHAIR AND VICE-CHAIR

Nominations were invited for the position of Chair of the GMCA Economy, Business Growth and Skills Overview and Scrutiny Committee for the 2020/21 municipal year. Councillor Susan Haworth proposed Councillor Michael Holly and Councillor Barry Brotherton seconded the proposal. The Committee agreed that Councillor Michael Holly be appointed.

The Chair invited nominations for the position of Vice Chair of the GMCA Economy, Business Growth and Skills Overview and Scrutiny Committee for the 2020/21 municipal year. Councillor Michael Holly proposed Councillor Michael Winstanley and Councillor Charles Rigby seconded the proposal. The Committee agreed that Councillor Michael Winstanley be appointed.

RESOLVED:

1. That Councillor Michael Holly be appointed as Chair of the GMCA Economy, Business Growth and Skills Overview and Scrutiny Committee for the 2020/21 municipal year.
2. That Councillor Michael Winstanley be appointed as Vice-Chair of the GMCA Economy, Business Growth and Skills Overview and Scrutiny Committee for the 2020/21 municipal year.

E03/20 MEMBERSHIP FOR 2020/21

The Committee was asked to note its Membership for the 2020/21 Municipal Year:

Members
Councillor Samantha Connor, Bolton, CON
Councillor Susan Haworth, Bolton, LAB
Councillor Mary Whitby, Bury, LAB
Councillor Basat Sheikh, Manchester, LAB*
Councillor Greg Stanton, Manchester, LAB*
Councillor George Hulme, Oldham, LAB
Councillor Daniel Meredith, Rochdale, LAB
Councillor Michael Holly, Rochdale, CON
Councillor Jim King, Salford, LAB
Councillor Kerry Waters, Stockport, LAB
Councillor Becky Senior, Stockport, LIB DEM
Councillor Stephen Homer, Tameside, LAB
Councillor Barry Brotherton, Trafford, LAB
Councillor Charles Rigby, Wigan, LAB
Councillor Michael Winstanley, Wigan, CON

The Councillors marked with an asterisk are to be formally appointed at the June meeting of the GMCA

RESOLVED:

1. That the membership of the GMCA Economy, Business Growth and Skills Overview and Scrutiny Committee for the 2020/21 municipal year be noted.

E04/20 MEMBERS CODE OF CONDUCT AND ANNUAL DECLARATION OF INTEREST

Consideration was given to a report that reminded Members that the GMCA's Member Code of Conduct (Appendix 1 of the report) set out high expectations with regard to Members' conduct. As Members of the GMCA's overview and scrutiny committees are co-opted onto a GMCA Committee the GMCA's code applied to them when they were acting in this capacity. Members were also reminded that they were required to complete an annual declaration of interest form, which would be published on the GMCA's website.

RESOLVED:

1. That Members noted the report and the GMCA's Code of Conduct and agreed to complete an annual register of interest form.

E05/20 TERMS OF REFERENCE

Members were provided with the Economy, Business Growth and Skills Overview and Scrutiny Committee's terms of reference.

RESOLVED:

1. That the Committee's Terms of Reference be noted.

E06/20 DECLARATIONS OF INTEREST

There were no declarations of interest received.

E07/20 MINUTES OF THE MEETING HELD ON 8TH NOVEMBER 2019

The minutes of the meeting held on 8th November 2019 were submitted for approval.

RESOLVED:

1. That the minutes of the last meeting held on 8th November 2019 be approved as a correct record.

It was requested that agenda item 8 (Stockport MBC Business Plan) be moved to the end of the agenda to allow for consideration of confidential elements. The Committee agreed to move to Item 9 on the agenda.

E08/20 EUROPEAN SOCIAL FUND COMMISSIONING ACTIVITIES

Gemma Marsh, Director of Skills (Policy, Strategy & Delivery), introduced a report providing members with an update on Greater Manchester's European Social Fund (ESF) allocation within the ESIF 2014–2020 programme and how delivery activity, where possible, was being shaped to respond to challenges presented by COVID-19.

Key areas highlighted included:

- GM was approaching full commitment of its £162.8m ESF allocation. The ESF Managing Authority (DWP) required all of its ESF contracts to be in place by December 2020. Contracted activity was able to continue until December 2023 under the HM Treasury Guarantee.
- As a result of COVID-19, The ESF Managing Authority was seeking agreement with the EC on structural flexibilities, in particular, match funding requirements, to support the

ESF programme. Some practical steps had already been applied to ensure ESF delivery could continue during lockdown, e.g. use of e-signatures.

- GMCA had received a Memorandum of Understanding for its £42m ESF GM Skills for Growth Programme. Market engagement and initial procurement activity was underway taking account of likely COVID-19 recovery requirements. The programme would look to support over 25,000 GM residents and 2,750 businesses and be complementary to the devolved Adult Education Budget and other ESF programmes.
- Prior to COVID-19 delivery and performance on live GM ESF contracts had been relatively strong, however with some underperformance on Education & Skills Funding Agency (ESFA) contracts which may be impacted further by the Department's response to COVID-19.

Councillor Sean Fielding, GMCA Portfolio Lead for Employment, Skills & Digital, expressed his support for the programme.

Comments and Questions

Members noted that GM continued to have a higher proportion of NEETs compared to national and regional averages – asking for more detail on the reasoning behind this.

It was advised that a significant amount of work had been undertaken with NEETS across GM pre-Covid19 and that figures had begun to fall more in line with averages. The region had a number of demographics with a high proportion of NEETS and targeted regional work had been taking place to address this. The issue faced now was that the near future was unpredictable – Gemma Marsh would seek to procure a more up to date figure on NEETS to circulate to the Committee, together with comparison figures.

Members referenced the allocations of the finance that fell under the control of GM. It was asked whether the current level of split was considered appropriate within the current context.

It was advised that when the splits had been initially agreed they were fundamentally right – and there was an element of merging between each area. Within the new context – parts such as the Skills for Growth programme could be used to support those coming back into the jobs market, after they may have been furloughed for a period.

Members asked about the support being provided to those who were still feeling the impacts of previous recessions. Such as the over 50's population that had previously suffered from recessions in the early 1990s and late 2000s.

It was stated that a lot of the extant programmes within the system were centred on the over 50's – close work also took place with the Aging Hub. The Skills for Growth programme would pick up on elements such as technology skills for older employees. The system had been developed to ensure that it did not put too much focus on one cohort to the detriment of others. There was funding available within the current ESF programme and the figures on these would be provided.

Members enquired about how sub-regional variances were being approached. It was advised that the ESF programme allowed an absolute ability to work on a sub-regional basis, allowing for targeted and varying work where needed.

Members asked about 'Our Pass' being used to record cultural activities. Usually schools were asked to help authorities with tracking such information that could not be done in the same way at present – with that in mind, could Our Pass be used for such tracking of where young people were engaging in cultural activities.

Gemma Marsh and Cllr Sean Fielding were now members of the Our Pass Board – and it was recognised that the Pass provided a critical source of intelligence in regard to understanding the activities being accessed. This will in turn help in informing the development of the Young Persons Guarantee. It was clear that 'Our Pass' was now more important than ever before in helping young people to access the opportunities they will need to help recover as quickly as possible from the crisis.

RESOLVED:

1. That progress in committing Greater Manchester's ESF allocation and attempts to repurpose and apply flexibilities in response to challenges presented by COVID-19 be noted.
2. That the intention to proceed to procurement with the GM Skills for Growth ESF programme be noted.
3. That the status of the final CFO application for Youth Opportunity Programme – at appraisal stage with the ESF MA at present - and delegate authority to the GMCA Chief Executive and Treasurer of GMCA for design sign off following development in conjunction with areas/partners be noted.
4. That up-to-date figures on the number of NEETs in GM, together with relevant comparison data – be circulated to the Committee.

E09/20 ECONOMIC RECOVERY

Simon Nokes, Executive Director of Policy and Research, was invited to provide the Committee with an update on the initial steps being taken towards economic recovery from the Covid-19 crisis.

The situation was rapidly evolving, and further updates would be brought to the committee as it developed – this would likely include the development of a Greater Manchester Strategy (GMS) One Year Plan designed to complement the existing GMS. The full economic implications of the crisis would be extensive, however, a huge number of preparations were underway to seek to mitigate the worst outcomes on the labour market. Some businesses were growing within the current market still, and a lot of movement would be seen within the labour market.

The pandemic had created an unusual scenario whereby the crisis response phase still had to be led in conjunction with the recovery phase – rather than two clearly defined periods.

The recovery period had been broken down into three phases:

- Leaving lockdown phase (0-2 months)
- Living with Covid-19 phase (0-12 months)
- Building Back Better phase (2-3 years)

These phases were all underway already so that immediate response could sit alongside longer term thinking about how to take advantage of climate improvement possibilities and chances to reduce inequalities.

Comments and Questions

Members referenced fiscal interventions from government – could there be mini-budgets taking place that would present GM with an opportunity to make formal submissions on the specific needs of the region?

It was only known at present that a form of ‘fiscal event’ was due to take place in July, however, government had indicated at present that this would not take the form of a mini-budget – it was felt that labour market interventions may well be the focus of the event. A formal letter had been received from the Secretary of State for Housing, Communities and Local Government that had asked for information on ‘shovel ready’ projects that could be started and completed within an 18-month window.

Members asked about such projects – was it being ensured that the projects being chosen would bring benefits to the whole of the GM economy. In addition, was long-term thinking taking place around the recovery of the aviation market – particularly in relation to the importance of Manchester Airport to the GM economy?

It was advised that the request had only just been received from the Secretary of State and it had included some specific criteria that needed to be assessed against the projects planned for the region. It was also key to note that this was a small initial fiscal event, and there would be far greater ones later in the year that would require significant input. Longer-term thinking had begun to take place, and the CA was working closely with the GM Local Enterprise Partnership on this. A regular dialogue was in place with colleagues at the airport to address the issues going forward.

Members enquired about the key sectors within GM that had particular concerns for recovery in the near term.

It was stated that different effects would likely have impacts on sectors over time. There was significant concerns about the hospitality, retail and tourism sectors in particular. It was difficult to see how some businesses were able to be profitable with social distancing measures in place. There would also be significant impacts in relation to office space, as demand for this was likely to fall given new ways of working being implemented on a potentially permanent basis.

A question was raised about how green growth could still be ensured in the wake of Covid-19. It was advised that substantial falls had been seen in carbon emissions during lockdown – and as

part of Building Back Better the opportunity had be taken towards looking at how to build back a more sustainable long-term environmental situation.

RESOLVED:

1. That the update on economic recovery be received.
2. That regular updates on economic recovery be brought to the Committee.

E10/20 WORK PROGRAMME

The Chair advised that Committee Members feedback to the Chair/Vice-Chair and supporting officers on any particular areas of concern that they would like to see form part of the year's work programme. The Chair, in conjunction with the Vice-Chair and supporting officers would then consider the submissions and draft a work programme for the Committee's consideration and approval.

The Chair noted a submission already received from Cllr Whitby, requesting that Women's Employability be re-added to the work programme.

RESOLVED:

1. That, following Committee submissions, permission be delegated to the Chair and Vice-Chair to prepare a draft Work Programme for 2020/21.

E11/20 NEXT MEETING OF THE COMMITTEE

The Chair suggested that 10:30am start times be adopted going forward – it was asked that any comments suggesting alternatives be emailed to the Chair, Vice-Chair and supporting officers.

E12/20 STOCKPORT MDC BUSINESS PLAN

Simon Nokes, Executive Director of Policy and Research, provided the Committee with an update and briefing on the Stockport MDC Business Plan. It was noted for transparency that Simon Nokes sits on the Stockport MDC Board.

In September 2018, the GMCA had agreed to support in principle, the creation of a Mayoral Development Corporation in Stockport to help in securing the regeneration of the Town Centre West area of Stockport. January 2019 had seen the agreement of a draft set of principles for the Corporation. The Stockport Corporation was then established in September 2019 as the first in GM area. An Interim Strategic Business Plan was agreed by the GMCA in September 2019 and Stockport Council in November 2019.

Since then, the MDC had established itself as an effective regeneration delivery vehicle and was now in a position to set out a more comprehensive long-term plan for bringing about the regeneration of Stockport Town Centre West over the period 2020 to 2025. The new draft

Strategic Business Plan was approved by the MDC Board at its meeting on May 7th 2020 and would be submitted to GMCA for approval at its meeting on 26th June 2020.

Comments and Questions

Members asked about the economic risks to the CA and how this would be scrutinised. It was advised that the CA was not investing any money in the MDC body itself, which would be entirely funded by Stockport Council. If the CA was to be involved in specific MDC projects, these would come through the normal CA investment channels, including scrutiny by the Corporate Scrutiny Committee.

Members asked if the MDC would be looking at developments to support the economy in the widest sense – including the night-time economy.

It was advised that a Strategic Regeneration Framework had been developed for the MDC and this would guide all economic regeneration decisions. There had been a lot of discussion about how best to create a sustainable community within Stockport Town Centre West, within its role of the wider Stockport Town Centre, and attempts to bring a night-time economy back into this as a whole piece.

Members asked for further detail on the thinking around the local energy market. It was advised that this would form part of the green agenda pursued by the MDC. If over 3.5k houses were being developed – how could these be heated in an environmentally sustainable way going forward? This was part of the overall plan around environmentally sustainable developments.

The public section of the meeting then concluded to allow for questions related to Appendix B of the item which was restricted by virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972. (Information relating to the financial or business affairs of any particular person (including the authority holding that information)).

RESOLVED:

1. That the contents of the Stockport Town Centre West Mayoral Development Corporation's Strategic Business Plan May 2020 – March 2025 be noted.
2. That the contents of the Stockport Town Centre West Mayoral Development Corporation's Action Plan May 2020 – March 2021 be noted.
3. That comments made by the Committee be noted ahead of the Report being submitted for approval at the CA.

ECONOMY, BUSINESS GROWTH & SKILLS OVERVIEW AND SCRUTINY COMMITTEE

Date: 10th July 2020

Subject: Greater Manchester Local Industrial Strategy Implementation

Report of: Lisa Dale-Clough, Head of Industrial Strategy, GMCA
Jacob Morris-Davies, Local Industrial Strategy Programme Lead, GMCA

PURPOSE OF REPORT

On the 13th June 2019 The Greater Manchester Local Industrial Strategy was jointly launched with Government. Since then work has been underway on implementing the Industrial strategy via an Implementation plan. This report provides an update on this work, including the response to the challenges the COVID-19 crisis presents to the implementation of the Industrial Strategy.

RECOMMENDATIONS:

Members are asked to:

- Note and comment on the report

CONTACT OFFICERS:

Simon Nokes, Executive Director of Strategy & Policy, GMCA

simon.nokes@greatermanchester-ca.gov.uk

Lisa Dale-Clough, Head of Industrial Strategy, GMCA

lisa.dale-clough@greatermanchester-ca.gov.uk

Jacob Morris-Davies, Local Industrial Strategy Programme Lead, GMCA

Jacob.Morris-Davies@greatermanchester-ca.gov.uk

Risk Management – n/a

Legal Considerations – n/a

Financial Consequences – n/a

Financial Consequences – n/a

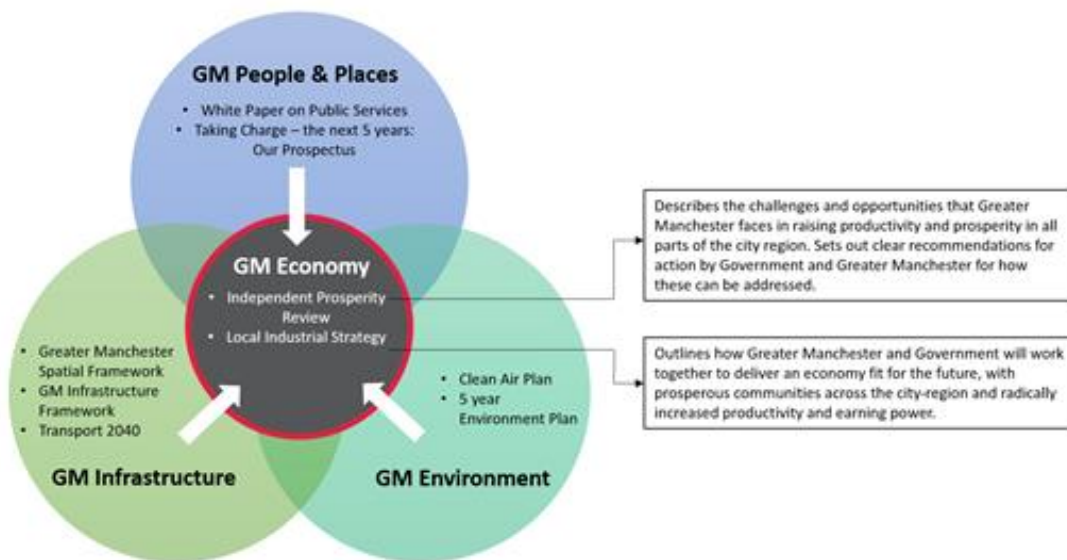
BACKGROUND PAPERS:

- Greater Manchester Local Industrial Strategy. Available here:
<https://www.gov.uk/government/publications/greater-manchester-local-industrial-strategy>

1. Background

- 1.1. In June 2019 Greater Manchester (GM) and Government 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 GM Strategy ('Our People, Our Place') and its objective to make GM one of the best places in the world to grow up, get on in life and grow old.
- 1.3. The implementation of the GM LIS is also dependant on a number of plans. These include the draft GM Spatial Framework, the white paper on Unified Public Services for the People of GM, the Health and Social Care Prospectus, and the 5-Year Environment Plan.

FIGURE 1 GM LIS IN CONTEXT



- 1.4. Following the GM LIS launch, significant work was 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 outlined in the Implementation plan.
- 1.5. The First Year implementation plan was agreed by the GMCA on 25 October 2020, who are responsible for agreeing a refreshed implementation plan annually.
- 1.6. The economic crisis caused by Covid-19 will clearly have a significant impact on the context in which the GM LIS is delivered. While the overall strengths, structure, ambitions and evidence base for the strategy remain as relevant as ever, work is currently underway to adapt implementation of the strategy to reflect the challenges and ongoing impacts on our communities and economy. Work in some areas will need to be accelerated, others paused and

actions will need to be reoriented to the challenges presented by the pandemic.

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 robust programme governance arrangements are in place. In response to the challenges of COVID-19 these arrangements have been amended to increase the frequency of key meetings.
- 2.2. The GM Growth Board and GM Local Enterprise Partnership (LEP) have joint accountability for implementing the strategy.
- 2.3. The GMCA agrees a GM LIS Implementation Plan annually, including agreeing an overall budget for its implementation. .
- 2.4. The GM Growth Board oversee the delivery of actions as outlined in the Implementation Plan. An annual update on progress with implementation will be brought to a future meeting of the GMCA this year. In addition to overseeing delivery on behalf of the GMCA, the GM Growth Board is responsible for coordinating Local Authority implementation; ensuring alignment across policy themes; and integrating the priorities in the GM LIS with key investment portfolios. In light of the challenges presented by COVID-19 the GM Growth Board has increased the frequency of its meetings to every three weeks.
- 2.5. The GM LEP is 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 Fund. Each member of the GM LEP has been given a lead for a priority action within the GM LIS and will work with appropriate GM officers and other relevant Boards and Committees to drive the delivery of this action. In light of the challenges presented by COVID-19 the GM LEP has increased its meetings to every 2 months.
- 2.6. A GM LIS Programme Delivery Executive has been operating, 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. In light of the challenges presented by COVID-19 the GM LIS Programme Delivery Executive has increased its meetings to every three weeks.
- 2.7. The GMCA Executive Director for Policy and Strategy acts as the Senior Responsible Officer (SRO) with overarching responsibility for GM LIS implementation, and sits on the LIS Programme Delivery Executive

3. GM LIS 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.
 - 3.2. The Implementation plan mirrors the Industrial Strategy in that actions are divided across split 9 key thematic areas as listed below:
 - Health Innovation
 - Advance Materials and Manufacturing
 - Digital and Creative Media
 - Clean Growth
 - People
 - Infrastructure
 - Ideas
 - Business Environment
 - Place
 - 3.3. Appendix 1 provides a summary of the key challenges across each off these thematic areas and strategic priorities for the implementation plan in each of these areas.
 - 3.4. The Implementation Plan sets out lead organisations, who are responsible for coordinating implementation with a wider set of GM partners as appropriate. There is an assumption that all ten GM districts are part of implementing actions where GMCA is a lead or supporting organisation. At a regional level, GM 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. 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 potential impact of the LIS. For example, there are significant interdependencies between the transport actions and those for digital, health, clean growth, people and place that are being 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.
- ### **4. COVID-19**
- 4.1. COVID-19 has led to unprecedented challenges for our communities and economy in GM, and work is currently underway to consider how to adapt implementation of the Local Industrial Strategy to reflect these challenges.

- 4.2. We are currently working with policy leads, partners and stakeholders to fully understand the current progress toward actions in preparation for an annual update on progress with implementation to the GMCA later this year, as well as formulation of the second year implementation plan.
- 4.3. As part of this work we are currently in the process of reviewing what actions and priorities will either be able to proceed as planned, need adaptation or re-orientation to address the impacts of COVID-19 or need to be accelerated, paused or re-assessed. This includes an increasing focus on the foundational economy (usually defined as high employment sectors such as retail, leisure and hospitality and social cares), which is a key part of the LIS and where there is increasing focus due the role key workers have played during the crisis and the impact on some of these high-employment sectors.
- 4.4. As part of this work we are also ensuring alignment between the Local Industrial Strategy Implementation plan and wider economic recovery planning taking place in response to COVID-19.

5. Progress Towards Priority Actions

- 5.1. Following discussions with districts, Government officials, and other partners, a number of priority actions were identified in 2019/2020. While work is still underway to fully understand the implications of COVID-19 on these actions significant progress has been made:
- 5.2. **Innovation Partnership on Healthy Ageing (action 1 and 2):** The Innovation Partnership for Health Ageing is being established, which will build on GM's established strengths in this area to fully exploit the economic opportunities, particularly in light of the rapidly developing demand in this area following the impact of COVID-19. Further detail regarding this can be found in the "Update on Innovation and Graphene Commercialisation" paper also presented at this meeting.
- 5.3. **Greater Manchester Graphene, Advanced Materials and Manufacturing Alliance (GAMMA, action 5):** GAMMA's 'Strategic Implementation Group' is operational and developing a work programme for the Board and wider alliance that will be required to establish GM as a world leading cluster in advanced materials manufacturing. Considering the impact of COVID-19 there is an urgent need to understand gaps in supply chains and innovation pipelines, but also potential opportunities with increased emphasis on 're-balancing' the economy and investing in R&D intensive industries. Further detail regarding this can be found in the "Update on Innovation and Graphene Commercialisation" paper also presented at this meeting.
- 5.4. **Digital Data Review (action 14):** The scope of the data review has been developed. The COVID-19 crisis has accelerated data integration across the GM system, creating opportunities to go further and faster to address barriers to making data openly available for re-use to stimulate open innovation and productivity improvements (including in public

services). However, this is likely to disrupt timeline of this review as originally framed.

- 5.5. **Post 16 Skills, Education and Work Partnership (Action 24):** A series of rapid reviews was coming to a close before the group was to move to a stage of synthesis and development of recommendations. The review work has been put on temporary hold during the initial stages of responding to the pandemic, but the working relationships established are being used to continue to learn and coordinate. COVID-19 will dramatically impact on existing programmes and require significant shifts in policy and resource allocation. The pandemic has instigated a wide-ranging and fast-paced range of new activity, including a review of Adult Education Budget provision and increased the emphasis on supporting young people.
- 5.6. **A programme of action for transport innovation (action 34):** GM applied for Industrial Strategy Challenge Fund Future of Mobility testbed funding in September 2019, but was unsuccessful. However COVID-19 has accelerated the need for transport innovation, including specific interventions (e.g. for those over the age of 60) grounded in place-based approaches.
- 5.7. **Management and Leadership Skills (action 40 and 44):** A proposal has been developed for a large scale multi-cohort Leadership and Management programme for GM’s Small and Medium-Sized Enterprises, and this has been discussed by GM LIS PDE and is due to be reviewed by the Growth Board. The rationale for this programme is even more important given the additional demands COVID-19 is placing on the leadership and management capabilities of firms – e.g. responding to rapid changes and uncertainty. Demand for business support is and will continue to change as the economy re-opens. Further detail regarding this can be found in the “Update on Innovation and Graphene Commercialisation” paper also presented at this meeting.” paper also presented at this meeting.
- 5.8. **Places (action 48):** GM Local Authorities have been integrating the GM LIS into their own economic policy and strategies by initiating the production of their own industrial strategies, aligning specific policies and programme and by setting out formal response papers. Localised strategies and policy interventions will be even more important for a coordinated economic recovery across GM moving forward. Close working may be difficult in times of rapid change and uncertainty – but the unprecedented challenges and demands on resources mean this is also an opportunity to clarify actions at GM and LA levels.
- 5.9. Further details on the priority themes are set out in the Appendix.

6. Recommendations

- 6.1 The recommendations are set out at the front of the report.

Appendix 1: GM Local Industrial Strategy Implementation Plan (Year 1 priority actions 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.

<p>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.</p>	<p>GMCA/Innovation Partnership</p>	<p>HiInM, GMCA, GC, GM HEIs.</p>	<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).
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Theme 2: Advanced Materials and Manufacturing

Context and priorities

<ul style="list-style-type: none"> • 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. <p>LIS 2040 ambition:</p> <ul style="list-style-type: none"> • More high-quality manufacturing opportunities close to transport links and population centres. <p>Strategic priorities:</p> <ul style="list-style-type: none"> • 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.
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Action	GM Lead Organisation	GM Supporting Organisations	Year 1 Milestone
<p>*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.</p>	<p>GMCA</p>	<p>TBC</p>	<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.
<p>6. A Made Smarter approach can enable increased productivity across the whole manufacturing base by 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.</p>	<p>GC</p>	<p>GM HEIs, GMCA</p>	<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.
<p>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</p>	<p>Northern Gateway Board</p>	<p>GMCA, MIDAS, GM HEIs</p>	<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

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.			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.

<p>*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 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>	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>*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 coordinated 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.

<p>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.</p>	<p>GMCA</p>	<p>LAs, Energy Cos</p>	<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).
<p>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 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.</p>	<p>GMCA</p>	<p>Housing Developers, LAs, Innovate UK, GM HEIs</p>	<ul style="list-style-type: none"> • Preferred option for a GM approach to Modern Methods of Construction (MMC) identified and action plan agreed.
<p>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.</p>	<p>GMCA</p>	<p>Colleges and training providers</p>	<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.
<p>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.</p>	<p>GC/GMCA</p>	<p>GMCA, NWBLT, SMEs, Larger Business</p>	<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	<p>The GM Working Well is live and focuses on</p> <ul style="list-style-type: none"> • In-work support • Supporting long-term unemployed in to the labour market <p>Its scope is being expanded through two new test-and-learn pilots to include new locally-led programmes for</p> <ul style="list-style-type: none"> • Early help for people that have recently become unemployed • Specialist care & support for individuals with disabilities & complex needs <p>Two new test and learn pilots for early help and specialist care & support will go live</p>
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 5 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 Govt 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 agreed 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	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).

Programme; and work through Transport for the North to deliver the growth case for Northern Powerhouse Rail and improvements to Manchester-Sheffield road links.			
*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.
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.	GMCA-TfGM		<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)

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
<p>*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.</p>	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 OVERVIEW AND SCRUTINY COMMITTEE

Date: 10 July 2020

Subject: Update on Innovation, Science and Graphene Commercialisation

Report of: Steven Heales Head of Innovation and Science Commercialisation Policy

PURPOSE OF REPORT

To provide an update to the Committee on innovation and graphene commercialisation matters.

RECOMMENDATIONS:

The Committee is requested to:

1. Note and review the update provided on innovation and graphene commercialisation
2. Identify any further opportunities to accelerate action to raise the research and development levels of local businesses in Greater Manchester

CONTACT OFFICERS:

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BACKGROUND PAPERS:

None.

1. BACKGROUND

1.1 Since the last innovation update report to Scrutiny Committee in November 2019, the Greater Manchester Local Industrial Strategy (GM LIS) implementation is underway, translating our ambition to deliver an economy fit for the future in to action.

1.2 The GM LIS adopts the findings of the GM and Cheshire East Science and Innovation Audit, identifying ambitious priorities that will build GM's future economy around its existing science and industrial strengths and opportunities of health innovation, advanced materials & manufacturing, digital, creative & media, and clean growth. It also commits GM to increasing private sector investment in to R&D and increase take-up of national innovation funding, to support the achievement of the national target for UK spend on R&D to reach 2.4% of GDP by 2027.

1.3 The following priority actions of the GM LIS are particularly focused on harnessing the opportunities of innovation to boost productivity and growth:

- A Healthy Ageing Innovation Partnership with UK Government will realise the economic opportunities of the Ageing Society Grand Challenge and is set to be launched in spring 2020.
- Within advanced Materials and manufacturing the pioneering Graphene, Advanced Materials and Manufacturing Alliance (GAMMA) will address gaps in the commercialisation and diffusion ecosystem for graphene, advanced materials and industrial biotechnologies.
- A new wave of highly productive jobs in the city-region is being generated, contributing to Greater Manchester's ambition to become a top five European digital city-region. An emerging cyber security sector has benefited from the partial relocation of GCHQ to Greater Manchester, bringing hundreds of jobs and stimulating the growth of SMEs in this space, supported by the GM Cyber Foundry and the forthcoming Cyber Innovation Centre.
- Realising investment in innovation parks and innovation campuses across Greater Manchester that create hubs for businesses and academia to co-locate and to act as anchors for future translation research centres.
- A highly ambitious and high-impact Greater Manchester Leadership and Management programme is in development between the four Greater Manchester Business Schools and the Business Growth Hub. This is important so that existing businesses in Greater Manchester are empowered and able to access the knowledge and skills to become innovation-active and benefit from frontier growth opportunities.

2. Government policy updates

2.1 Since the General Election there have been three key policy announcements relating to science and innovation:

- the fastest ever increase in domestic public R&D spending to meet the UK target of 2.4% of GDP being spent on R&D.
- A review of the UKRI Catapult Network to examine how they can strengthen research and development capacity in local areas, improving productivity and contributing to greater prosperity across the UK.
- An ambitious Place Strategy for UK research and development will also be published in the summer to ensure funding builds on strengths of the regions.

2.2 On 01 July 2020 Government published its Research and Development roadmap which reaffirms at a high level its commitment to the announcements above, including a firm commitment to “take greater account of place-based outcomes in how we make decisions on R&D in the UK, ensuring that our R&D systems make their fullest contribution to our levelling up agenda”. Stakeholders have been invited to submit responses to this by 12 August 2020.

2.3 The Greater Manchester Local industrial Strategy sets out the framework of investment priorities and clusters of industries that present the biggest opportunities for innovation-led growth. They will form the basis of Greater Manchester’s response to these opportunities.

3. GRAPHENE COMMERCIALISATION UPDATE

3.1 The University of Manchester has set out an ambitious vision that aims to create a thriving knowledge-based economy around 2D materials. To date at least £365m has been invested across three complementary institutes that have resulted in more than 300 researchers and businesses working on the commercialisation of graphene within Greater Manchester.

3.2 The most recent investment was the £60m Graphene Engineering Innovation Centre (GEIC), which is leading rapid development and scale up of graphene and other 2D materials applications. The GEIC formally launched in December 2018 and focuses on six application areas relating to composites, energy, membranes, inks and coatings, graphene production, and measurements and characterisation.

3.3 Bridging the Gap is an ERDF project led by the Graphene@Manchester team at the University of Manchester is focussed on supporting Greater Manchester businesses to work with the GEIC to innovate using graphene and 2D materials technology. Companies benefit from access to workshops, technical support, support with grant proposals, and access to specialist facilities to

develop a graphene product, technology or process. This project will engage with 100 SMEs in Greater Manchester by 2023 and has supported 40 SMEs as at the end of January 2020.

- 3.5 The Graphene, Advanced Materials and Manufacturing Alliance (GAMMA) is a key action arising from the Local Industrial Strategy and will address gaps in the commercialisation and diffusion ecosystem for graphene, advanced materials and biotechnologies. It will develop and deliver an ambitious plan to apply graphene and advanced materials technologies to provide solutions for the UKRI Grand Challenges of healthy ageing, artificial intelligence and data, clean growth, and future of mobility.
- 3.6 There are 110,000 people that work in the local manufacturing sector, predominantly made up of SMEs. Further growth is projected at the M62 North East Corridor which covers Bury, Oldham and Rochdale. GAMMA will link the locally rooted research excellence in advanced materials to Greater Manchester's manufacturing base, driving growth and creating a market for graphene products and services.
- 3.7 GAMMA is in the process of being formally launched.

4. PROGRESS SINCE NOVEMBER 2019 IN SECURING INVESTMENT IN GREATER MANCHESTER'S SCIENCE AND INNOVATION ASSETS

Local Science Asset Investments

- 4.1 Manchester Metropolitan University has secured a €9.6 million project, Transform-Ice, that will transform waste in to additive manufacturing materials and create a market for single-use plastic waste. This is an investment from the Northwest Europe Programme, part of the European Regional Development Fund.
- 4.2 The University of Manchester, in partnership with Manchester University NHS Foundation Trust, Health Innovation Manchester, and Manchester Science Partnerships, received £5m from Local Growth Fund, in addition to £20.6m already committed from other funds, in order to establish the Pankhurst Institute. A direct recommendation of the Science and Innovation Audit, the Pankhurst Institute will exploit GM's strengths in advanced materials, digital technology and precision medicine to drive health benefit and business growth.
- 4.3 The University of Manchester has launched an international competition to find an investment partner for ID Manchester, the city centre North Campus site based around Sackfield Street in the city of Manchester. A formal tender notice was published on 12th September 2019 seek prospective joint venture partners. It is anticipated that a partner announcement will be made in autumn 2020. The site will include 240,000 square metres of new work space and a further three acres of high quality public realm. The planned £1.5bn redevelopment has the potential to create over 6,000 high value jobs and will provide research facilities. In addition early development work has begun to explore the potential for two further innovation parks in the North and South areas of Greater Manchester.

4.4 The final Call of the European Regional Development Fund (ERDF) for Greater Manchester closed in October 2019. The following innovation initiatives have been awarded funding:-

- Print City, a £3.2m programme led by Manchester Metropolitan University to engage 150 Greater Manchester SMEs to enable them to transition to additive manufacturing methods
- Centre of Excellence in Intelligent Automation and Robotics, a £12.86m investment led by the University of Salford to engage at least 60 Greater Manchester SMEs to develop a new test hub for adoption of robotics, automation and other digital technologies in to business processes
- Artificial Intelligence (AI) Foundry, a £5.96m programme to engage at least 270 Greater Manchester SMEs to develop new AI-based business products and services

4.5 A number of further applications are currently going through approvals relating to innovation and the outcome will be known in the coming months.

4.6 The outcome of Transport for Greater Manchester's (TfGM) £20m Future Mobility Zone application was unsuccessful. Work is taking place to identify how to take forwards some of the opportunities this enabled local stakeholders to identify in relation to transport innovation.

4.7 The outcome of the Strength in Places Fund (SiPF) round two applications is expected to be known in early July 2020. GMCA provided three letters of support for applications relating to creative and digital growth, smart health diagnostics, and advanced machinery.

5. OVERVIEW OF SIGNIFICANT INNOVATION AND SCIENCE COMMERCIALISATION INVESTMENTS ACROSS GREATER MANCHESTER

Since the publication of the SIA, investments secured include:

5.1 **Greater Manchester Business Growth Innovation Services:** A £3m investment from ERDF is funding the Growth Company to support local businesses to access knowledge and investment for commercial research and innovation. The Innovation Service includes close collaboration with universities in Greater Manchester in order to simplify and coordinate business engagement. 580 businesses are on target to be supported through this programme, to 2021.

5.2 **Additive Manufacturing:** The UK is a world leader in additive manufacturing capability and is at the forefront of developing technology and commercial use cases. Manchester Metropolitan University's Print City is a leading regional 3D printing and digital manufacturing centre. Recognising its high potential for growth, Manchester Metropolitan University has directly

invested funding to provide facilities that enable SMEs to undertake small scale production and build mould making capability.

- 5.3 **Made Smarter:** The national Industrial Digitisation Review identified potential for up to 3% annual growth in the manufacturing sector through adoption of industry 4.0 applications across the UK manufacturing base. The review found that small and medium firms remain particularly reluctant to adopt new technologies, citing concerns of cybersecurity and a lack of common standards.

In response, Made Smarter was launched in November 2018. The 30 month £20m North West pilot, led by the Growth Company and regional business growth hubs, is supporting local enterprises to adopt industrial technology and management practices in order to boost productivity. It will enable engagement with 3,000 SMEs and aims to increase GVA by £115m.

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

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

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

- 5.7 **Cyber Security:** Greater Manchester is growing as a centre for digital excellence, as evidenced by the opening of a Government Communications Agency site (GCHQ) in 2019. The Cyber Foundry, a partnership between the University of Manchester, Manchester Metropolitan University, the University of Salford and Lancaster University has secured £3.2m of ERDF to deliver a programme of cyber innovation support and growth for SMEs in Greater Manchester.

The CyberFoundry will support 45 GM businesses into university collaboration and provide support to 50 local enterprises to 2021.

5.7.1 A GCHQ Safe Citizen Digital Accelerator is working with 15 companies to leverage unique technical infrastructure and facilities, including the Vodafone 5G Innovation Lab, to generate life impact solutions for vulnerable groups across the region, empowering and connecting citizens through ingenious use of technology. This is led out of The Landing at MediaCity in Salford.

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

5.8 **Precision Medicine:** The GMCA has provided a £3m loan facility, alongside a £21m investment from Manchester City Council, in support of the creation of a world-leading precision medicine campus in the Corridor Manchester Enterprise Zone. The joint project with global diagnostics firm QIAGEN, is forecast to create and support up to 1,500 jobs and add £140m to GM's economy over a decade.

5.8.1 This project will anchor the life sciences sector in GM, by attracting related small and medium-sized enterprises to the Applied Health Innovation Campus, attracting and retaining university graduates, and reinforcing the city's reputation at the cutting edge of innovation. The development of new diagnostic tests aimed at earlier detection of disease, and the development of personalised treatments, will benefit the residents of GM.

6. RECOMMENDATIONS

6.1 The recommendations are set out at the front of the report.

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2020/21 DRAFT 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. It is important that over the next 12 months, the work programme has enough space for consideration of relevant Covid recovery plans and is focused on reducing risks, increasing resilience and ultimately building back better.

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 2018/2019/2020 are listed in appendix 1.

MEETING DATE	TOPIC	CONTACT OFFICER
10 July 2020	Local Industrial Strategy	Simon Nokes
	Innovation and Science	Steven Heales/John Wrathmell
7 August 2020 (if needed)		
11 September 2020	Work and Skills	Gemma Marsh
	Northern Growth Body/Comprehensive Spending Review	Simon Nokes
	GMS Outturn	Simon Nokes
9 October 2020	Business Support inc productivity update	Mark Hughes/Growth Company
13 November 2020	International Strategy/Trade & Investment	Simon Nokes
	BREXIT	Simon Nokes
	Living With Covid – 1 year recovery plan	Amy Fooks/John Wrathmell
4 December 2020	LEP Update	Simon Nokes/Dave Rogerson
15 January 2021	Culture	Alison Gordon
	Digital	Phil Swan

5 February 2021	Work/Skills Inc consideration on the report of the Fawcett society on women's employability.	Gemma Marsh
12 March 2021	Recovery plan update –look at progress. Local Industrial Strategy	

Appendix 1 - Items considered in 2019–20 by the Committee

MEETING DATE	TOPIC	CONTACT OFFICER
14 th 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
8 th November 2019* *Mayor Attended	GM Strategy Update	Simon Nokes
	LEP	Mike Blackburn
	Digital Strategy	Alison Gordon / Phil Swan
	Brexit Preparedness Update	John Holden

Appendix 2 - 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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REGISTER OF KEY DECISIONS: 1 July–30 September 2020 Published on 26 June 2020

<p>What is a Register of Key Decisions?</p> <p>The Register is a published list of the key decisions which are due to be taken by the:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Greater Manchester Combined Authority (GMCA) <input type="checkbox"/> Greater Manchester Elected Mayor <input type="checkbox"/> Joint GMCA & AGMA Executive Board <input type="checkbox"/> Transport for Greater Manchester Committee; <input type="checkbox"/> GMCA Resources Committee; <input type="checkbox"/> GMCA’s Waste Committee; <input type="checkbox"/> Key decisions delegated to officers <p>These decisions must be published on the Register at least 28 clear days before the decision is to be taken, whether in public or private. The Register is updated at least once a month.</p> <p>This Register of Key Decisions has been prepared in accordance with Combined Authorities (Overview and Scrutiny Committees, Access to Information and Audit Committees) Order 2017 ('the Order').</p> <p>The Register is published on the GMCA’s website www.greatermanchester-ca.gov.uk and hard copies are available at the offices of:</p> <p>Greater Manchester Combined Authority & Greater Manchester Mayor Churchgate House Oxford Street Manchester M1 6EU</p>	<p>What is a Key Decision?</p> <p>A key decision defined by ‘the Order’ is a decision which, in the view of the Greater Manchester Combined Authority’s Overview and Scrutiny Committee, would result in any of the decision makers listed:</p> <ul style="list-style-type: none"> (i) incurring expenditure over £500,000, or making significant savings of £500,000 or more relating to the budget for the service area to which the decision relates; or (ii) be significant in terms of its effects on persons living or working in an area of more two or more wards or electoral divisions of Greater Manchester. <p>The GMCA’s has three thematic Scrutiny Committees:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Corporate Issues and Reform <input type="checkbox"/> Economy, Business Growth and Skills <input type="checkbox"/> Housing, Planning and Environment <p>These Committees’ role is to contribute to the development of GMCA’s strategies and policies, to scrutinise decisions of the decision-makers listed above and to consider any matter affecting those who live, work, study or run businesses in Greater Manchester.</p>	<p>How to find out more on these proposed decisions</p> <p>The report (other than those which contain confidential or exempt information) relating to these decisions will be published on the GMCA’s website five working days before the decision is to be made see www.greatermanchester-ca.gov.uk.</p> <p>For general information about the decision-making process please contact:</p> <p>GMCA Secretary and Asst Director, Governance and Scrutiny Julie Connor julie.connor@greatermanchester-ca.gov.uk</p>
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REGISTER OF KEY DECISIONS: 1 JULY - 30 SEPTEMBER 2020

Additions to the Register since it was published on 19 June 2020						
	Decision title	Decision Maker	Planned Decision Dates	What is the decision?	Documents to be considered	Officer Contact
54/20	GM Independent Inequalities Commission	GMCA	July – September 2020	Approval of a proposal to establish a GM Independent Inequalities Commission to inform the Greater Manchester Strategy and Covid Recovery Plan.	Report with recommendations	Anne Lythgoe Anne.lythgoe@greatermanchester-ca.gov.uk
55/20	GM VCSE Accord – strategic funding agreement	GMCA	September 2020	Approval of investment in a strategic funding agreement under the GM VCSE Accord with the GM VCSE Leadership Group, covering VCSE leadership and infrastructure from April 2021	Report with recommendations	Anne Lythgoe Anne.lythgoe@greatermanchester-ca.gov.uk

Removals from the Register since it was published on 19 May 2020

	Decision title	Decision Maker	Planned Decision Dates	What is the decision?	Documents to be considered	Officer Contact

REGISTER OF KEY DECISIONS: 1 JULY - 30 SEPTEMBER 2020

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	Decision title	Decision Maker	Planned Decision Dates	What is the decision?	Documents to be considered	Officer Contact
01/20	Greater Manchester Local Energy Market – Detailed Design	GMCA Chief Executive Officer, GMCA & TfGM, GMCA Treasurer & GMCA Monitoring Officer, in consultation with portfolio lead for Green City Region	June - September 2020	To sign a collaboration agreement for the Local Energy Market Detailed Design project and sign the grant offer letter from Innovate UK.	Report with recommendations	Sean Owen sean.owen@greatermanchester-ca.gov.uk

02/20	Greater Manchester Working Wardrobe	GM Mayor	July - September 2020	To approve grant funding to Oldham Council to support the development of a Working Wardrobe shop	Report with recommendations	Anne Finlay Anne.finlay@greatermanchester-ca.gov.uk
06/20	Capital Programme Approval and Funding	GMCA, GM Mayor, GMCA Chief Executive & GMCA Treasurer	July - September 2020	To grant Full or Conditional Approval and/or release funding / approve expenditure and allocate/reallocate funding across the programme for schemes within the Growth Deal 1,2,3 and/or the Transforming Cities Fund.	Report with recommendations	Steve Warrener Steve.Warrener@tfgm.com
07/20	Local Growth Fund – use of Unallocated Contingencies	GMCA, GM Mayor, Chief Executive Officer, GMCA & TFGM/GMCA Treasurer	July - September 2020	To agree the potential uses of unallocated contingency allowances and to delegate decision for development of projects and investment programmes. To agree an increase in the GMCA capital Programme.	Report with recommendations	Steve Wilson Steve.Wilson@greatermanchester-ca.gov.uk
09/20	Cycling & Walking	GMCA/GMCA Mayor/GMCA Treasurer	July - September 2020	Approval to Release Funding to Progress the Development of Schemes.	Report with recommendations	Steve Warrener Steve.warrener@tfgm.com

11/20	Metrolink	GMCA	July - September 2020	Provide an update on the overall funding position for Metrolink in the context Metrolink fares, any proposals that are forthcoming from government including proposals for financial support for public transport and any other relevant factors.	Report with recommendations	Steve Warrener Steve.warrener@tfgm.com
12/20	Forthcoming Changes to the Bus Network in Greater Manchester	GM Transport Committee	July - September 2020	To approve forthcoming changes to subsidised bus services.	Report with recommendations	Alison Chew Alison.chew@tfgm.com
18/20	Transforming Cities Fund - Challenge Fund Approval and Funding	GMCA/GM Mayor/Chief Executive GMCA, TfGM & GMCA Treasurer	July – September 2020	To grant Programme Entry, Full or Conditional Approval and/or release funding for cycling and walking schemes within the Transforming Cities Fund – Challenge Fund.	Report with recommendations	Steve Warrener Steve.Warrener@TfGM.com
17/20	Development of Cross-boundary Arrangements and Use of Temporary Accommodation in Greater Manchester	GMCA	July - September 2020	To approve the scope of the project to monitor, assess and review nature and extent of cross boundary placements of homeless households in GM.	Report with recommendations	Andrew Lightfoot Andrew.lightfoot@greatermanchester-ca.gov.uk
18/20	Release of Preventing Homelessness Grants to Greater	GMCA/GM Mayor/GMCA Treasurer	July - September 2020	To approve and agree split of funds to be paid to each Local Authority.	Report with Recommendations	Amanda Fox Amanda.fox@greatermanchester-ca.gov.uk

	Manchester Local Authorities					
21/20	Greater Manchester Resource and Waste Strategy – Outline Proposals	GMCA	December 2020-Jan 2021	To agree outline proposals and to commence public consultation.	Report with recommendations	David Taylor david.taylor@greatermanchester-ca.gov.uk
22/20	Next steps for a Tobacco Licensing System and Extending Smokefree Spaces in Greater Manchester	GMCA	July - September 2020	To agree the process to take forward a tobacco licensing system and extend smokefree spaces in Greater Manchester in line with the Making Smoking History Strategy, including funding.	Report and recommendations	Carolyn Wilkins carolyn.wilkins@oldham.gov.uk
23/20	Greater Manchester Business Funds	GMCA/Chief Executive Officer GMCA & TfGM	July - September 2020	To conditionally approve business investments to proceed to due diligence and/or note commercial changes to existing investments, including where relevant negotiated settlements.	Report with recommendations	Kirsteen Armitage Kirsteen.Armitage@greatermanchester-ca.gov.uk
24/20	Greater Manchester Property Funds	GMCA/ Chief Executive Officer GMCA & TfGM	July - September 2020	To conditionally approve property investments to proceed to due diligence and/or note commercial changes to existing investments.	Report with recommendations	Kirsteen Armitage Kirsteen.Armitage@greatermanchester-ca.gov.uk

25/20	Greater Manchester Housing Funds	GMCA/ Chief Executive Officer GMCA & TfGM	July - September 2020	To conditionally approve housing investments to proceed to due diligence and/or note commercial changes to existing investments	Report with recommendations	Michael Walmsley michael.walmsley@greatermanchester-ca.gov.uk
26/30	Greater Manchester Housing Infrastructure Fund – Business Case Support Grant	GMCA/GM Mayor	July - September 2020	To approve that the Homes England business case support grant is transferred to the district authorities, in line with the agreed support plans, upon successful draw down of the grant from Homes England.	Report with recommendations	Bethan McCaw bethan.mccaw@greatermanchester-ca.gov.uk
27/20	Greater Manchester Children’s Work	GMCA/ GM Mayor	July - September 2020	To agree that the £7.43m funding from the Department for Education for specific areas of work on innovation and improvement in children’s services can be used for the intended purpose, overseen by the Children’s Board. To approve grants to district councils.	Report with recommendations	Charlotte Ramsden charlotte.ramsden@salford.gov.uk
28/20	GMCA Social Value Policy	GMCA	July - September 2020	To approve the revised GMCA Social Value Procurement Policy.	Report and recommendations	Anne Lythgoe anne.lythgoe@greatermanchester-ca.gov.uk
32/20	Security provision across GMCA / GMFRS	GMCA Treasurer	July - September 2020	Approval to extend the current contract for a further 1 year.	Report with recommendations	Debbie Partington partinde@manchesterfire.gov.uk

33/20	SBNI – Bolton DP 5 – Newport Street Full Approval Funding Draw Down	GMCA	July - September 2020	Full Approval and Funding Draw Down	Report with recommendations	Steve Warrener Steve.Warrener@tfgm.com
34/20	Award of Skills Capital	GMCA	July - September 2020	Following full application stage: GMCA will need to approve final award to applicants	Report with recommendations	Gemma Marsh gemma.marsh@greatermanchester-ca.gov.uk
36/20	GM VCSE Accord – award of funding	GMCA	July - September 2020	To extend existing grant agreements currently in place with four VCSE organisations supported through a budget ring-fenced from the former Culture and Social Impact Fund, for a period of 6 or 18 months as described in the full report	Report with recommendations	Anne Lythgoe & Marie-Claire Daly anne.lythgoe@greatermanchester-ca.gov.uk ; marieclaire.daly@greatermanchester-ca.gov.uk
38/20	Bus Franchising	GMCA & GM Mayor	July - September 2020	To consider the outcome of consultation and to make a decision on Bus Franchising	Report with recommendations	Eamonn Boylan Eamonn.Boylan@greatermanchester-ca.gov.uk
39/20	A Bed Every Night Phase 3	GMCA	July - September 2020	To agree the total investment into ABEN Phase 3	Report with recommendations	Molly Bishop molly.bishop@greatermanchester-ca.gov.uk
40/20	GM Infrastructure Programme	GMCA	July - September 2020	Decision to utilise retained business rates to fund work in relation to a GM Infrastructure Programme.	Report with recommendations	Andrew McIntosh Andrew.McIntosh@greatermanchester-ca.gov.uk

41/20	Release of funding from the GM Reform Investment Funding for GM Homelessness Prevention Projects	GMCA	July - September 2020	Release of funding from the Reform Investment Fund to support GM priorities around homelessness and vulnerable women	Report with recommendations	Jacob Botham Jacob.botham@greatermanchester-ca.gov.uk
42/20	GM Business Growth Hub / Local Industrial Strategy Implementation	GMCA	July - September 2020	To agree GMCA funding	Report with recommendations	Jim Taylor Jim.taylor@salford.gov.uk Steve Wilson steven.wilson@greatermanchester-ca.gov.uk
43/20	Greater Manchester Local Full Fibre Network (LFFN) – grant award to Manchester City Council	GMCA Treasurer	October - November 2020	To agree the grant allocation of funding to Manchester City Council as part of the DCMS backed full fibre programme to upgrade connectivity to specific sites in the city.	Report with recommendations	Phil Swan Phil.swan@greatermanchester-ca.gov.uk Alison Gordon Alison.gordon@greatermanchester-ca.gov.uk
46/20	Layflat Delivery Hose, Hose Reel Tubing and associated items	GMCA Treasurer	June - September 2020	Approval to award successful bidders a place on a Framework for use by North West FRS's which will also be available for National FRS's to utilise.	Report with recommendations	Debbie Partington partinde@manchesterfire.gov.uk

51/20	Greater Manchester Spatial Framework – revised timetable	Joint GMCA & AGMA	July – September 2020	To agree the timetable for consultation on the Greater Manchester Spatial Framework	Report with recommendations	Anne Morgan Anne.Morgan@gretermanchester-ca.gov.uk
52/20	Reducing Attendance at False Alarms Pilot	Chief Fire Officer	July – August 2020	To approve the implementation of a ‘Reducing Attendance at False Alarms’ Pilot following an initial pilot, to include: <ul style="list-style-type: none"> • amendments to the call handling procedure at NWFC • the extension of the hours where no attendance will be made to premises classed as commercial 	Report with recommendations	Tony Hunter HunteraW@manchesterfire.gov.uk
53/20	Van Permit Scheme for Household Waste Recycling Centres	Waste & Recycling Committee	July – October 2020	Implementation of an on-line permit system to control the use of HWRCs by vans as part of the trade waste control measures	Report with recommendations	David Taylor david.taylor@greatermanchester-ca.gov.uk

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