

GREATER MANCHESTER COMBINED AUTHORITY

Date: 27 November 2020

Subject: Responding to Covid-19: Greater Manchester Local Industrial Strategy Implementation One Year Review

Report of: Councillor Elise Wilson, Portfolio Lead for Economy

PURPOSE OF REPORT

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

RECOMMENDATIONS:

The GMCA is requested to:

1. Note the progress so far to implement the GM LIS, how activity is being adapted to the impacts of COVID-19, and the priorities for the following year.
2. Review and agree the Year 2 Milestones set out in Annex 3.
3. Note that a further update will be brought to GMCA in November 2021 to review progress in Year 2 and agree the Year 3 (2021/22) milestones.

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Equalities Implications: The Local Industrial Strategy recognises the significant social, economic and spatial disparities across GM. The Local Industrial Strategy Implementation Plan looks to create opportunities across Greater Manchester, to create an economy fit for the future, that leads to prosperous communities filled with opportunity for all across the whole city-region.

Climate Change Impact Assessment and Mitigation Measures: The GM Local Industrial Strategy Implementation Plan works towards GM's ambition to achieve carbon neutral living in the city-region by 2038. This includes actions amongst other actions aimed to accelerate carbon neutral retrofitting and new builds, accelerate innovative local renewable energy generation and to support businesses to accelerate the implementation of energy and material efficiency measures in the design and production of products and services

Risk Management: - n/a

Legal Considerations: - n/a

Financial Consequences – Revenue: - Section 5

Financial Consequences – Capital: - n/a

Number of attachments to the report:

BACKGROUND PAPERS:

- [Greater Manchester Local Industrial Strategy Implementation Plan October 2019 GMCA Report](#)
- [Greater Manchester Local Industrial Strategy.](#)
- [GM Independent Prosperity Review One Year On](#)
- [GM one Year Living With COVID and Resilience Plan](#)

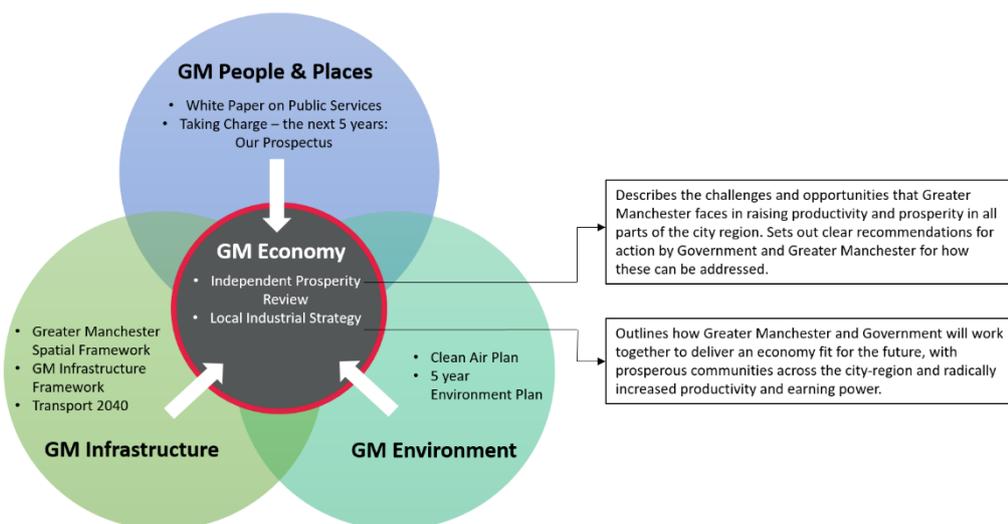
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| TRACKING/PROCESS | |
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| Does this report relate to a major strategic decision, as set out in the GMCA Constitution | | Yes |
| EXEMPTION FROM CALL IN | | |
| Are there any aspects in this report which means it should be considered to be exempt from call in by the relevant Scrutiny Committee on the grounds of urgency? | | |
| GM Transport Committee | Overview & Scrutiny Committee | |
| | | |

1. Background

- 1.1. In June 2019 Greater Manchester (GM) and Government jointly launched the Greater Manchester Local Industrial Strategy (GM LIS). The LIS responds directly to the [GM Independent Prosperity Review](#) (IPR), which assessed the strengths and weaknesses of GM's economy, and how it had changed since the 2009 [Manchester Independent Economic Review](#). GMCA subsequently agreed a 3-year LIS Implementation Plan in October 2019 with an agreed budget envelope, a robust set of governance arrangements (set out in Annex 1), and a requirement for an annual progress report and refreshed implementation plan.
- 1.2. The GM LIS does not work in isolation: it directly underpins the Greater Manchester Strategy 'Our People, Our Place', and its implementation is dependent on a number of other plans (see Figure 1) including the draft GM Spatial Framework; the white paper on Unified Public Services; the Health and Social Care Prospectus; 5-Year Environment Plan, and GM Infrastructure Plan.

Figure 1: Greater Manchester Local Industrial Strategy in context



- 1.3. However, the first year of LIS implementation saw the emergence of the biggest global economic crisis in 100 years as a result of the COVID-19 pandemic, which is creating large scale, rapid, and ongoing disruption to our health, social, economic and community infrastructure. The response to the pandemic is also severely impacting on public finances, as public authorities have been required to flex their resources to support people, families and businesses where lives, opportunities and operations have been put under threat.
- 1.4. The routes out of the current situation, and the shape and speed of the economic recovery that will eventually come, are not yet clear. But what is clear is that a full recovery depends on restoring confidence by learning to live safely with the virus,

preserving as much of our economy as we can, improving resilience by addressing inequalities, and maintaining a clear understanding of priorities and opportunities. This paper follows the IPR One Year On Report (September 2020) and sets out how the GM Local Industrial Strategy will play a central role in GM's long-term recovery, and how the strategy will be adapted to respond to the impacts of COVID-19 over the coming years.

2. GM LIS Implementation 2019-2020

2.1. In Year 1 progress was made against all 52 actions in the LIS implementation plan, and Annex 3 sets out the milestones and progress against each action. A set of Priority Actions were also agreed for the year, where GM needed to work quickly with Government and other partners to identify new policies and solutions, and Table 1 identifies progress against these particular actions.

Table 1. Progress Against GM LIS Year 1 Priority Actions

| # | Year 1 Priority Action and Milestone ¹ | Progress |
|-------|--|--|
| 1 & 2 | Innovation Partnership on Healthy Ageing (IPHA): fully-operational with a defined workplan to develop an innovation pipeline and is being overseen by a joint GM-Government Board. Innovation pipeline to add value to GM's existing health and ageing research and innovation assets. Outline Business Case for an International Centre of Healthy Ageing agreed (GM LEP, Growth Board, IPHA), and options appraisal of potential sites, resources and partners underway. | IPHA model developed (subject to LEP sign-off). Government engagement and sign off expected during Autumn/Winter 2020. LIS seed-corn funding used to instigate development of innovation pipeline. Options appraisal for International Centre initiating, and GM has also been awarded a Department of International Trade High Potential Opportunity Area for ageing innovation (chronic disease prevention). |
| 5 | Greater Manchester Graphene, Advanced Materials and Manufacturing Alliance (GAMMA) is fully operational, resourced appropriately, and with an established Board. GAMMA has developed strategic relationships with the Advanced Materials Leadership Council and other UK assets. Independent research has been commissioned on the requirements to drive further commercialisation of graphene and advanced materials in GM's manufacturing base. | GAMMA's 'Strategic Implementation Group' is operational and developing a work programme for the Board and wider alliances needed to establish GM as a world leading cluster in advanced materials manufacturing. Independent research tender will be awarded in November 2020. Through the North West Made Smarter Pilot, 472 manufacturing SMEs have been supported and £2.9m of grant funding has been allocated so far. Other local investment has also been targeted at sector development including £12.86m in the Salford Robotics Institute, £5.96m in the GM Artificial Intelligence Foundry, and £3.2m for an additive manufacturing programme led by MMU. |
| 9 | Digital Broadcasting and Skills Fund: scope and design of the fund has been assessed and agreed (including any independent advice required), fund manager in place and private sector match-funding being sought to build on GM cornerstone funding. Public launch in Summer 2020. | Fund scope and design has been assessed and agreed however the launch was delayed by C-19, and creation of GM Investment Taskforce to look at overarching investment gaps and opportunities. |
| 14 | Digital Data Review: Building on the pre-existing pilot activity already underway in GM, the full scale review of local data will be initiated by January 2020. | Review underway with initial case studies published. Project feeding into development of GM Office of Data Analytics. Public consultation starts in autumn 2020. |

¹ Text here is paraphrased to save space. Full text included in Annex 3.

| # | Year 1 Priority Action and Milestone ¹ | Progress |
|---------|---|---|
| 15 | International Creative and Digital Showcase: GM to pilot and evaluate international event during MIF19, with plans for a full event in place by March 2020. Government promotion of event internationally underway. Digital platform to showcase GM's creative and digital output being developed. | Pilot undertaken as planned as part of MIF19 and Digital City Festival was held in March 2020 which engaged over 6,000 people just prior to lockdown. Work on a larger Digital City Festival underway for 2021. |
| 10 | Development of GM's digital and cyber cluster: Smaller digital and creative clusters exist across the city-region ... GM will continue to support the development of digital and creative clusters across the city region | Growth in GM's digital security cluster has been stimulated via the expansion of the GM Cyber Advisory Group and launch of the GM Cyber Resilience Centre and GCHQ Co-Lab. Further industry and government investment is happening or upcoming including the GM Digital Security and Innovation Hub. Additional business support has been created through the GM Cyber Foundry and new GM Artificial Intelligence Foundry. |
| 16 | Establishing the Clean Growth Mission: A fully developed model for GM's Clean Growth 'Mission' has been created (including governance, resources and delivery mechanisms) and agreed by GMCA, GM LEP, Green City Partnership and Growth Board and supported by Government. Implementation plan underway. | A fully developed model has been developed and implemented, including governance, resources and delivery mechanisms. GM has worked with UCL and Climate-KIC to embed the model and established 6 challenge groups and an Implementation Forum. Proposal for an Energy Innovation Agency developed. |
| 24 | Post-16 Skills, Education and Work Partnership: Outcomes of the 9-month programme of joint-work reported to GM and the DfE and DWP Secretaries of State, including respective actions (short and longer term) all parties agree to take forward and will move GM-Government joint working to the next stage. | The joint work was broadly in progress until C-19 with a set of rapid evidence reviews completed. Partnership met frequently in spring-summer 2020 to coordinate local-national C-19 response. Partnership is reviewing the steps to achieve its objectives in the new policy setting. |
| 28 & 29 | Single Infrastructure Plan and Board: A GM Single Infrastructure Plan is being developed via the GM Infrastructure Programme. Government to join GM Strategic Infrastructure Board. | A GM Single Infrastructure Plan and pipeline has been developed via GM Infrastructure Programme. Government is engaged and ready to join the Board at the appropriate moment |
| 34 | A programme of action for transport innovation: GM to bid for Future Mobility Zone funding to implement a city-region transport innovation programme. Action to be reviewed following bid outcome. | Bid for Future of Mobility testbed funding was unsuccessful (outcome March 2020). The programme of transport innovation remains part of the 2040 transport pipeline, within the GM Infrastructure Programme, and alternative funding sources are being explored. |
| 40 & 44 | Management and leadership: Government and GM will work together to better coordinate business support programmes and agree scope for joint GM-HMG review of national business support services to identify opportunities to align and fill gaps. GM will establish a Leadership and Management Working Group to review solutions needed for GM's businesses, and develop and implement an action plan, to be agreed by March 2020. | Proposal has been developed by working group for large scale multi-cohort Leadership and Management programme for GM's SMEs and has begun progress towards approval and funding. This has been paused since June 2020 due to a wider pause on implementation funding for the GM LIS. Growth Hub has continued to deliver services inc. £26m GM Productivity Programme to support 3,500+ local SMEs to boost productivity through innovation, internationalisation and workforce development, and to create 2,000+ local jobs. 100+ employers have now signed up to GM Good Employment Charter, covering c.200,000 employees, which includes good management practices |
| 48 | Place: The approach to integrating GM LIS in each GM local authority and scope of actions agreed. | GM Local Authorities have been integrating the GM LIS including by aligning their own strategies and plans and through decision-making and investment (see Annex 2) |
| 52 | Evaluation: Scope for process evaluation developed by October 2019, with evaluation commissioned and initial report by end of 2019. | A scope and specification for GMLIS Evaluation was completed and tendered in early 2020 using the MCC research framework. This process was not successful and a decision was taken to re-scope the evaluation work, once Year 2 resourcing agreed. |

2.2. The LIS has also been embedded in the plans of Greater Manchester's ten Local Authorities. An overview of this activity is provided in Annex 2, and includes how the priorities and opportunities have been reflected in: new or refreshed economic plans and strategies; ambitions attached to strategic development sites and regeneration activity; programmes focussed on growth sectors, and training, skills, and business support.

3. COVID-19 and Greater Manchester's Economy

3.1. Since March 2020, the COVID-19 pandemic has caused large scale and rapid disruption to our health, social, economic and community infrastructure. In GM, the learning of 450,000 people has been disrupted; the number of residents in receipt of unemployment benefits rose by 93% from March to August, and the regional centre had 49% of pre-pandemic levels of footfall in August. As nationally, GM's hospitality, leisure and tourism sector has been most severely affected, which accounts for circa £1.7bn of Gross Value Added (GVA) and 80,000 jobs locally. Major disruption also continues in sectors from retail and wholesale to logistics and manufacturing, although the types of impact varies in each sector, and between smaller and larger businesses.

3.2. Measures introduced to buffer the blow to incomes and jobs include support to retain employees, business loans to maintain cashflow and liquidity, and grants for businesses worst affected by public health restrictions². New national business support schemes were also introduced, alongside new skills and education policies (e.g. Kickstart). New Government funding for infrastructure, construction and retrofitting has also been introduced as part of longer-term stimulus efforts. Nevertheless, the UK economy suffered an unprecedented contraction in GDP of -20.4% in the second quarter of 2020, whilst the GM Index fell to its lowest ever score at -32%. Economic output did appear to recover following the easing of infection control measures and initial re-opening of businesses, but appears to have lost momentum in recent weeks and months³.

3.3. Greater Manchester also developed a [GM one Year Living With COVID and Resilience Plan](#) that frames Greater Manchester's response to the pandemic, capturing actions to be delivered in the next year that support our ability to respond to the ongoing pandemic and will build resilience in our city-region for both now and in the future

3.4. Whilst the impacts have been severe, we have also seen a positive response from the business community, who have in many instances innovated, digitalised and pivoted

² The Coronavirus Job Retention Scheme (accessed by an c.400,000 GM workers); the Self-Employment Income Support Scheme (used by 100,000+ GM residents), and the Coronavirus Business Interruption and the Bounce Back Loan Schemes (c.48,000 loans made to GM businesses, valued at around £1.8 billion). Local Authority Small Business Grants and Retail, Hospitality and Leisure Business Grants Fund has provided £546 million to 47,000 GM businesses, on top of Local Authority business rates relief and rent holidays.

³ For example, see the OECD world economic outlook: <http://www.oecd.org/economic-outlook/>

the way they work so that they can continue to operate in the new normal, as well as helping to shape GMs response to the pandemic.

3.5. Inevitably, the impacts of COVID-19 will affect the delivery of the GM LIS: both in terms of our ability to achieve its ambitions, and the policy and resources available for doing so. The Independent Prosperity Review ‘One Year On’ report⁴ highlighted GM’s central challenge: *“to resist the temptation to lower standards and instead keep their focus on growth that can form the basis for long term prosperity. This means growth built on carbon reductions, good employment and sustainable business models”*. The Panel’s analysis highlights the links between COVID-19 recovery, economic resilience and continued reform and devolution, and that relevant LIS actions should be prioritised. For example:

- Building resilience and dealing with future pandemics needs improved health and health outcomes in GM, including through reforming social care and innovation in life sciences and health technologies.
- To respond to the potential return of high levels of unemployment, and scarring effects for young people, GM urgently needs greater autonomy to locally design, commission and test new policies and programmes that respond to the needs of residents.
- Greater focus will be needed on supporting foundational economy businesses to adopt sustainable and higher value business models to prevent further employment losses. Employment growth in low pay and low productivity sectors in the last decade had already created inequalities in GM that COVID-19 has increased.
- GM’s research excellence, talent and innovation assets create opportunities for an innovation-led recovery, creating new high value jobs that will drive economic growth and tackle urgent challenges, including carbon emissions. Growth could be protected and accelerated via substantial and long-term R&D funding, e.g. in Manufacturing Innovation Parks.
- COVID-19 brought short term progress on environmental objectives that may be easily reversed. GM must find ways of meeting its ambitious 2038 target that benefit the economy, health and quality of life.
- Opportunities to ‘build back better’ and invest in SMEs will come from supporting international links, leadership and management and better skills utilisation, as well as raising employment standards.
- The effective local response to COVID-19 (and national failures) reaffirms the need to put GM’s public service reform model on a sustainable and long-term basis.

4. GM LIS Implementation in 2020/21

⁴ Available at: <https://www.greatermanchester-ca.gov.uk/news/economists-level-up-by-improving-health-and-supporting-jobs-as-well-as-big-infrastructure-projects/>

- 4.1. This annual review of the LIS Implementation Plan identified progress against each action so far, but also how Year 2 implementation and milestones need to adapt in light of the response to COVID-19 so far, with each existing action being given a High, Medium or Low COVID-19 impact rating.
- 4.2. Actions with a 'High' impact rating have significantly amended Year 2 milestones, actions where there is a 'Medium' impact of COVID-19 need some flexibility in the Year 2 milestone, and actions with a 'Low' impact rating can proceed largely as planned. The full Implementation Plan, including impact ratings, is included in Annex 3. A summary of the status of each section of the GM LIS is provided below.
- **People:** the learning of 450,000 people was disrupted by COVID-19, and a range of new policies to address rising unemployment have been introduced. The status of existing policies like the National Retraining Scheme is not yet clear, and the pandemic has increased health inequalities that need to be considered in work and health programmes going forwards. The GM, Department for Education and Department for Work and Pensions Partnership was diverted to COVID-19 response and recovery work, creating delays to its work programme.
 - **Business environment:** the priorities for local and national business support has been COVID-19 response since March 2020, and this is will continue into 2021. The refresh of the GM International Strategy was amended to account for the uncertain international trading environment. GM's high employment sectors - retail, leisure and hospitality, education and social care - have been severely disrupted. Reshaping business models, good employment and addressing inequalities in these sectors will need to be prioritised. Significant investment in leadership and management and re-establishing international trade is also needed to re-build GM's business and trading environment.
 - **Digital, creative and media:** work to develop GM's creative clusters and the cultural sector has been diverted to COVID-19 response and recovery, including Culture Fund activity. GM's digital and cyber sectors are continuing to grow (with continuing skills shortages) as more of business and life is conducted online. Cyber-resilience and preventing cyber-crime are becoming global issues, but also opportunities for GM.
 - **Clean Growth:** GM will seek to use COVID-19 recovery planning as opportunity to accelerate existing Clean Growth priorities and embed carbon reduction in decision-making, investment, and programme delivery. The 2038 Mission and Local Energy market development will continue to be high priorities. Policies to boost manufacturing of low-carbon goods and decarbonise the nation's most-emitting sectors are central to UK Government recovery plans, and new national retrofitting programmes will align with local ambitions. However, there remains a large risk that 're-start' creates a direct return to previous levels of carbon emissions, or even an increase as took place after the 2008 Great Recession.
 - **Infrastructure:** The review of mechanisms for the generation of additional local investment in infrastructure has been deferred until 21/22 while the full impact of

COVID-19 on local government finances within GM is understood. Transport investment will be a key part of GM's COVID-19 response and recovery planning, e.g. rapid investment in cycling and walking and more joined-up oversight and delivery of key public transport services. The effects of the pandemic and social distancing policies on public transport revenues, as well as ongoing requirements to ensure a safe, integrated and efficient public transport system, are both active considerations for year 2.

- **Health Innovation:** GM's COVID-19 response accelerated digitalisation of the health and care system, and capacity to coordinate health research and clinical trials via. A 'Research Rapid Response Group' was established to understand COVID-19, potential treatments, different types of impact, and to explore community testing and prevention. The case for a Medicines Manufacturing Catapult and Gene Cell Therapies Manufacturing Centre are also being developed. LIS Actions to support innovation and develop new markets for healthy ageing products and services will need to be adapted to COVID-19 and the disproportionate impact it has on older people.
- **Advanced Materials and Manufacturing:** Aerospace and automotive sectors are experiencing severe downturns, with potential impacts for GM supply chains. At the same time other manufacturing sectors are seeing potential 're-shoring' effects. The emphasis on 're-balancing' the economy and investing in infrastructure and R&D intensive industries for long-term recovery aligns with GM LIS ambitions to create 'Advanced Materials City' in the M62 Growth Corridor. Local Authorities, GMCA and GM's Universities are collaborating on the vision and opportunity pipeline for this area. Delivery of the Made Smarter Pilot has adapted to COVID-19 after a temporary pause.
- **Ideas:** Government's new place-based R&D strategy, and emphasis on investing in science and R&D to stimulate the UK's recovery create potential for significant innovation policy change in the coming months. Combined with the new 'Innovation GM' proposal, this creates the need for significant flexibility in this part of the GM LIS.
- **Place:** progress has been made in integrating the GM LIS within the relevant plans and actions of Local Authorities, however, it has not been possible to agree a joint implementation plan with Government. COVID-19 has accelerated the implementation of GM's Model of Unified Public Services, and adoption in mainstream provision is being considered, although resources remain limited via Reform Investment Fund and innovation funding.

4.3. Within this framework, 8 priority actions have been identified for 2020/2021, that will support GM's recovery from COVID-19 and long-term growth prospects. These are set out in Table 2 with a corresponding milestone.

Table 2. GM LIS Year 2 Priority Actions and Milestones

| # | Year 2 Priority Action | Milestone |
|----|---|---|
| 7 | M62 North East Growth Corridor & Advanced Materials City | To grow high value jobs in the North of GM, and as part of the ongoing work to define the M62 North East Growth Corridor development, the strategic approach and model for 'Advanced Materials City' will be progressed locally and with Government (including through GAMMA). |
| 11 | Develop a robust digital skills pipeline | To address digital skills shortages, GM will successfully deliver pilot programmes including GM Skills for Growth programme and Skills Investment Pot. Evidence from their evaluation will be used to extend approach in both digital and other sectors. |
| 16 | Establish the UK's first city region Clean Growth Mission | To ensure GM achieves the 2038 target and a green recovery from C-19, mission projects will be prioritised including low carbon domestic and public sector retrofit programmes; installation of local renewable energy generation and smart heat supply; sustainable and low carbon transportation, natural capital investment, and business support. Review of the Mission Based Approach model undertaken to learn lessons from year 1. |
| 24 | Post-16 education skills and work Partnership (GM, DfE, DWP) | Recommendations from Partnership being successfully applied in policy development and delivery. An agreed programme of work for all actions is being delivered, including progress against short term actions. |
| 36 | Maximising the impact of existing investments in innovation assets and developing GM's innovation ecosystem. | Implementation routes for "Innovation GM" - a prospectus for £250m/year devolved R&D funding and a pipeline of high impact investments spread across the city-region that was developed as part of GM's 2020 Comprehensive Spending Review submission – being developed and pursued. |
| 43 | GM Good Employment Charter | To support the growth of good jobs, GM will continue implementation and scale-up of the Charter, including embedding in procurement and investment, and linked to work to improve the productivity of the foundational economy. Delivery to respond to first evaluation results available in April 2021. |
| 44 | Maximising the local impact of their excellent leadership and management training | To increase the productivity, innovation and growth of businesses in GM, the new programme of management and leadership support developed with GM's Universities will be implemented (subject to resources). |
| 45 | Increasing productivity of big sectors in the 'foundational economy' (inc. retail, hospitality and tourism, and social care). | To increase resilience in GM's economy and the growth of good jobs and pay, GM will develop an action plan to improve jobs in the 'Foundational Economy' by Spring 2021, working with big employers in key sectors, and including policy alignment across GM. Funding identified and secured for new policy initiatives. |

5. GM LIS Implementation Resources and Budget

5.1. Locally, wherever possible, implementation has been taken forward by utilising existing capacity and resources within the GMCA, districts, Government and partner organisations. Substantial work has taken place to embed LIS priorities across GM's investment, spending and decision-making processes, including remaining European Funds; GM's managed funds via the GM Investment Strategy, Local Growth Fund allocations, and the Adult Education Budget. National funds aligned with the LIS have been competitive: Future High Streets Fund; Towns Fund, and Industrial Strategy Challenge Funds.

- 5.2. GMCA agreed a budget envelope of £3m over three years from Retained Business Rates to deliver the GM LIS implementation plan in October 2019, based on an identified requirement of £1.6m for additional policy, evaluation and communications capacity, and external expertise to support the delivery of policy priorities; and £1.4m for programme funding and pilot activity where there are identified gaps in existing provision (subject to the development of full Green Book compliant businesses cases). Additional capacity building monies were also made available by the GM LEP to cover preliminary staffing costs and existing international commitments that align with the GM LIS' priorities.
- 5.3. Approximately £900,000 of the £3m Retained Business Rates funding has been contractually committed or is about to go to contract so far, with the remainder allocated to new policies and programmes in the remaining 24 months focused on protecting jobs, creating good jobs and businesses, and stimulating long-term growth.
- 5.4. Three high impact programmes that will form the core of GM's recovery from COVID-19 are particularly dependent on the release of the remainder of the Retained Business Rates funding envelope. These are the 'Leadership and Management' programme, 'Plan to Improve Jobs in the Foundational Economy' (including the expansion of the Good Employment Charter) and 'Innovation GM':
 1. The challenges of COVID-19 mean that companies are having to innovate to survive at a pace and scale we haven't seen in recent history. But the IPR told us companies in GM have struggled to innovate due to low levels of leadership and management skills. This makes implementing the new **Leadership and Management programme** GM has designed with our Universities more important than ever. The programme designed will support small businesses in every local authority to adapt their operations and plans in light of COVID-19, and will also focus on increasing the diversity of people coming into leadership and management positions in the city-region to strengthen our long-term resilience.
 2. The pandemic has devastated workers in the 'Foundational Economy', who are often not able to work remotely, and may already be vulnerable due to low pay, unstable work or lack of investment in their industry over the past decade. Employers in these sectors are now facing rapid disruption to their business models: e.g. social care has seen rising demand but reduced capacity, the retail industry is being rapidly reshaped by online shopping and changing high streets, and the hospitality, leisure and tourism sectors, as well as our Night Time Economy, face potential high rates of redundancies and business closures. Roughly 42% of jobs in GM are in the 'foundational economy', and the plan for **Improving jobs and productivity in the Foundational Economy** will help ensure the jobs and business models that emerge through the recovery increase GM's resilience to future shocks and pandemics, improving the lives of people living in every part of Greater Manchester and help address long-standing inequalities. This

plan includes the expansion of the GM Good Employment Charter.

3. The pandemic means we need to explore new ways to drive growth in towns and cities across GM, and Government has made clear it is committed to upscaling R&D investment to stimulate economic recovery. GM is developing **a new model for innovation - 'Innovation GM'** - that delivers on government's ambitions for levelling-up and global Britain, and builds on the city region's existing assets to drive innovation-led growth in all our towns and cities. Realising the ambitions for 'Innovation GM' would create a network of innovation zones in city centres, town centres, and out-of-town manufacturing locations impacting every district in GM; translate GM's science and innovation asset base building into productivity gains for GM businesses and create economic growth across GM and beyond, and develop wrap-around support that connects people to opportunity by ensuring GM's workforce is trained for new opportunities, supporting companies to adopt innovation, driving good employment, and linking innovation into place-making.

6. Looking beyond 2020-21

- 6.1. It is clear that COVID-19 has and will continue to disrupt and re-shape GM's economy over the coming year. The IPR panel were clear that the true impact of COVID-19 on our economy cannot yet be understood and the potential for business failures and economic decline may be masked in present data.
- 6.2. Whilst the existing GM LIS Implementation Plan has been flexed to include the initial impacts and changing economic policy environment (in the widest sense of the definition), at the right point in the next 18 months a more fundamental review of the strategy and its implementation plan will be required. A full proposal for doing so will be presented to GMCA as part of the following annual review in November 2021, or sooner if circumstances require it.

Local Industrial Strategy Governance Arrangements

The implementation of the GM LIS is a core priority for the GMCA. To ensure effective delivery, strengthened programme governance mechanisms have been adopted to ensure the Implementation Plan is progressed and that cross-cutting activities are embedded in the work of all relevant parties. In October 2019 GMCA endorsed the following governance arrangements for implementing the GM LIS (also depicted in Figure 2):

- The GM Growth Board⁵ and GM LEP⁶ will have joint accountability for implementing the strategy.
- The GMCA will agree a GM LIS Implementation Plan annually, including agreeing an overall budget for its implementation.
- Following approval of the GM LIS Implementation Plan by the GMCA, the GM Growth Board will oversee delivery of the actions. An annual update on progress with implementation will be brought to the GMCA, with ad hoc updates as appropriate as key initiatives meet major milestones.
- In addition to overseeing delivery on behalf of the GMCA, the GM Growth Board will be responsible for coordinating Local Authority implementation; ensuring alignment across policy themes; and integrating the priorities in the GM LIS with key investment portfolios.
- The GM LEP will be responsible for providing strategic leadership and challenge; overseeing key initiatives; and ensuring strong links with the private sector. The July 2018 national LEP Review ‘Strengthened Local Enterprise Partnerships’, set all Local Enterprise Partnerships a single mission to deliver Local Industrial Strategies to promote productivity, in the context of the development and implementation of the UK Shared Prosperity Fund.
- Each member of the GM LEP has been given a lead for a year 1 priority activity within the GM LIS and will work with appropriate GM officers and other relevant Boards and Committees to drive the delivery of this action.
- A GM LIS Programme Delivery Executive (PDE), 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, is responsible for providing senior officer

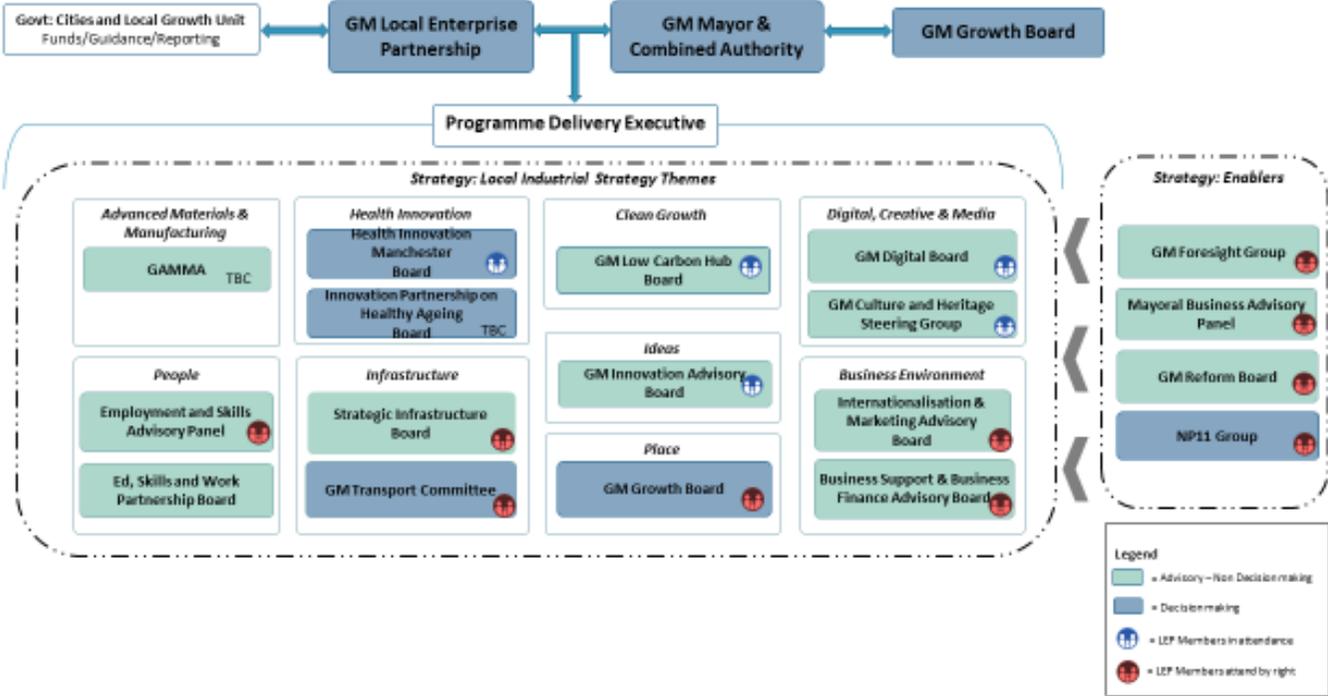
⁵ The GM Growth Board is chaired by the Deputy Mayor for Business/Economy and its membership is made up of the economic development portfolio holders from the 10 GM districts, representatives from the LEP, and senior officers from the GMCA, TfGM, and Growth Company. It provides strategic leadership in the development, delivery and monitoring of GM’s economic development and growth agenda, including oversight of GM investment funding streams.

⁶ Greater Manchester’s Local Enterprise Partnership is a private-sector led, voluntary partnership whose core function is to provide strategic leadership (alongside the GMCA) to deliver the conurbation’s growth ambitions. It has fifteen members, eleven non-local authority members and four representing the GMCA.

oversight of all of the actions in the GM LIS and establishing specific sub-groups as appropriate to ensure that key priorities are progressed.

- The GMCA Executive Director for Policy and Strategy will act as the Senior Responsible Officer (SRO) with overarching responsibility for GM LIS implementation, and will sit on the LIS PDE.
- Given the cross-cutting nature of many LIS actions, the PDE is linked to a range of other decision-making groups.

Figure 2: Local Industrial Strategy Governance



Local Authority Alignment Activity

| Local Authority | Planning and delivery aligned with GM LIS |
|-----------------|--|
| Bolton | <p>Bolton Council’s vision is to ensure the borough is a key player in the Greater Manchester economy which is central to the Northern Powerhouse strategy. Redevelopment of Bolton’s strategic sites are aligned to the wider GM context of the GMSF and the LIS, and will ensure that Bolton will be a key player in boosting Northern competitiveness. Regeneration plans have been developed not only to reflect local needs, strengths and objectives but those of the wider city region outlined in key Greater Manchester strategies. Bolton, with its emerging strengths in digital and innovative businesses, and the creative and digital specialisms of the University of Bolton, is well placed to plug into activity elsewhere in the city region and boost the growth of the local economy, contributing new ideas and growing the businesses which attract workers from across the city region.</p> <p>Bolton is contributing to the implementation of the GM LIS through the following actions:</p> <ul style="list-style-type: none"> • Training and skills development programmes • Business support – both for COVID and more generally • Place aspects including GMSF sites, town centres, Health City Masterplan • Infrastructure including the LIP and digital infrastructure • Creating the right environment for innovation and growth. |
| Bury | <p>Bury welcomes the refreshed GM Industrial Strategy and is embedding shared ambitions into the Council’s emerging Bury 2030 Strategy and ambitious regeneration plans through the refreshed Economic Development and Skills Strategy. Bury’s Covid recovery strategy will pull together town centre regeneration plans, providing holistic actions embedding:</p> <ul style="list-style-type: none"> • Inclusive growth • Good and relevant employment and skills opportunities for businesses and residents • Inward investment and business support activity to support key sector growth • Focus on emerging sector growth opportunities in advanced manufacturing, digital and creative and green growth <p>Key to local and regional economic recovery is the NORTHERN GATEWAY - a nationally-significant employment-led development opportunity that is well placed to deliver a North Greater Manchester Innovation Park.</p> |

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| Manchester | <p>Manchester adopted ‘Developing a More Inclusive Economy - Our Manchester Industrial Strategy’ in September 2019. The Strategy aligns to the GM LIS but specifically sets out Manchester’s contribution to delivering growth from our unique position as the conurbation core. Implementation of the Strategy is underway, with work including taking a holistic approach to regeneration opportunities in North Manchester and developing thinking on zero carbon skills to support the growing green tech and services sector.</p> <p>Resulting from COVID-19, the Our Manchester Industrial Strategy has formed the basis of Manchester’s Powering Recovery: Economic Recovery and Investment Plan. The Plan builds on the global strengths identified in the GM LIS – health innovation; advanced material and manufacturing; digital, creative and media; and clean growth – and contains a series of investment propositions to drive the city’s resilience and level up the economy”</p> |
| Oldham | <p>Oldham Council has adopted the GM LIS dovetailing it within the core strategies and proposals to drive up improved economic growth, including focussing on the Oldham Town Investment Plan, Green New Deal plan and the Creating a Better Place place-making strategy.</p> <p>Investment, backed by Oldham Town’s Board, will support critical capital investment creating premium office space, aligned with the Local Full Fibre network, Metrolink and public realm improvement to enable targeted attraction of inward investment from across the four LIS sectoral themes, with specific regard to Health and Social Care innovation and Advanced Manufacturing which are concomitant with Oldham’s core sector strengths and the ambition to support the Clean Growth and Digital and Creative sectors. This in turn, underpins Oldham’s approach to post C-19 Economic Recovery.</p> |
| Rochdale | <p>The Rochdale Growth Plan, Inclusive Skills, Work and Health Plan and Climate Change Strategy encompass activities all contributing to GM LIS. The <u>most significant</u> LIS themes and priorities for Rochdale are:</p> <ul style="list-style-type: none"> • Advanced Machinery and Manufacturing: the development of the Advanced Machinery and Productivity Institute and Advanced Materials City, and building on local expertise and opportunities with the Made Smarter eco-system, particularly I4.0 to increase local productivity and innovation. • People: tackling inequalities and upskilling in growth areas, meeting current and future employer demand • Infrastructure: delivery of Get Britain Building Fund highway projects, and tram-train investment projects to radically improve connectivity, especially in Heywood which is very poorly served by public transport. • Clean Growth: expansion of Council-owned solar farms; sites for large-scale modular construction facilities, and ensuring the Council is carbon neutral by 2038. |

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| Salford | <p>Salford supports growth in its strategic economic growth areas – MediaCityUK & the Quays, City Centre Salford and the GM Western Gateway, and in its town centres by:</p> <ul style="list-style-type: none"> • Working with developers to support new development and bring forward new sites. • Delivering infrastructure and public realm projects to support development and the local economy working with TfGM. • Promoting the city and its assets to attract investment working with Marketing Manchester and MIDAS. • Investing capital programme resources and attracting external funds (including GM) to support programme delivery. • Working strategically with anchor businesses and the Business Growth Hub to support the local business base and encourage business growth in the city. <p>Salford’s major opportunity to support future industries and employment is via the Salford Innovation Triangle zone. The Council is working with developers and strategic partners (including Salford University) to support future development in the three innovation districts that comprise the triangle – The Crescent Healthier Living Innovation District, MediaCityUK’s digital cluster and health innovation at Salford Royal.</p> |
| Stockport | <p>Stockport has aligned the Covid local economic recovery plan and longer term local economic strategy with the GM LIS:</p> <ul style="list-style-type: none"> • Health Innovation: developing an All Age Living Well Centre that supports independent living; incorporates tech enabled care; to be operated using a cooperative/employee owned business model that supports the Good Employment Charter principles. • Advanced manufacturing: support the development of established businesses in the borough as well as seeking to provide more opportunity through the Bredbury Gateway site under GMSF. • Digital: creating new work spaces for businesses in the heart of the Town at the new Merseyway Innovation Centre allowing clustering and supporting growth of this sector. • Clean Growth: supporting the creation and growth of businesses that are supporting clean energy technologies and retrofitting to reduce carbon. Fitting local solar energy generation technology to new buildings to support EV charging and wider energy network needs; reviewing hydro possibilities. • Infrastructure: developing new transport interchange that will join up with Metrolink and further improving transport network to reduce emissions and journey times. |
| Tameside | <p>Tameside’s emerging new Inclusive Growth Strategy 2021-25 has taken into account both the evidence of the Council’s own economic baseline review and the Inclusive Prosperity Review and the development work for the GM Local Industrial</p> |

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| | <p>Strategy. The Inclusive Growth Strategy outlines the key aims, strengths, opportunities and challenges facing the borough, and for each of these the Council has considered how they align to and interact with the LIS.</p> <p>The key priorities in the Strategy, which outline both specific and broad actions that Tameside Council will undertake to realise the aims of the strategy, demonstrate clear links to how the actions also support the goals of the LIS. The GMCA LIS team have been key consultees in the process of producing our strategy. The delivery of the Data Centre in Ashton Old Baths further expands our innovative work on digital infrastructure, and shows Tameside’s commitment to contributing to the strategy’s aims on the digital sector and town centres.</p> |
| Trafford | <p>Trafford Council has developed its Corporate Plan in the context of the GM LIS. The Corporate Plan has identified seven strategic priorities considered crucial to enabling Trafford residents, businesses and staff to thrive. These priorities are Building Quality; Affordable and Social Housing; Health and Wellbeing; Successful and Thriving Places; Children and Young People; Pride in Our Area; Green and Connected; and Targeted Support. The Council’s draft Local Plan, draft Civic Quarter Area Action Plan (AAP), emerging Stretford AAP and other area strategies are being prepared in the context of the GM LIS and will help support its delivery in Trafford. The Council is currently preparing its Corporate Recovery Strategy to respond to the impacts of the COVID-19 pandemic and is ensuring that these align with the GM LIS and GM’s ambitions for recovery.</p> |
| Wigan | <p>The strategic ambitions for Wigan Borough are set out in the Council’s economic vision and Deal 2030 which were both published in 2019. Key strands of these strategies and current work plans align with the GM LIS including the focus on certain growth sectors, investment to re-imagine Wigan’s town centres, influencing skills provision to reflect opportunity and need, connecting our communities and businesses with sustainable transport networks and shaping Wigan to be a supportive environment for businesses to start and grow.</p> <p>Specific opportunities that reflect this include work to re-position strategic assets within Wigan town centre as focal points for creative, digital/tech start-ups and micro businesses; co-designing the Employment and Skills Strategy with education and private sector to actively respond to commercial opportunities; developing a different approach to engaging with local businesses and securing investment from the GM Mayor’s Challenge Fund to explore strategic walking/cycling connections.</p> <p>More recently Wigan Borough’s developing approach to community wealth building further strengthens the alignment between our plans and the GM LIS. Seeking to build a stronger, inclusive local economy collectively with partners will contribute to the city region’s objective to achieve fair growth for all.</p> |

LOCAL INDUSTRIAL STRATEGY IMPLEMENTATION PLAN 2019/20 AND 2020/21

Theme 1: Health Innovation

- 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 exportable 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.

Covid-19 Impact:

- The COVID-19 crisis is a health crisis that has had devastating social and economic effects. The recovery will also be health-driven, creating further demand for health innovation, including life sciences-based activity to develop vaccines, treatments and medicines manufacturing, as well as PPE. It will also include digitalisation of the health and care system, and supporting non-clinical care settings – including care homes – to innovate and become better integrated with the health system. Innovative solutions may be required for backlogs in elective surgery, immunisations, disease detection etc.
- Older people have been most at risk of serious health consequences from C-19, and social distancing or 'shielding' measures. This will exacerbate the issues raised within the Ageing Society Grand Challenge. Stresses in capacity of care home market increased: sustainability / viability of providers
- Public health may also come to the foreground as part of future resilience/preparedness, reigniting the need for integrated solutions that address housing; prevention; community building and care needs.
- There has been a massive acceleration of digital integration in health and care (Digital ID) and creative service responses in primary and secondary care, which should be maintained as new BAU.

| # | Action | Year 1 Milestone | Progress | C-19 Impact Rating | GM Lead Organisation | Year 2 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, to develop a credible and robust innovation pipeline that adds value to the existing health and ageing research and innovation asserts in the city-region. | Innovation Partnership on Healthy Ageing (IPHA) is fully-operational and being overseen by a joint GM-Government Board. IPHA work programme defined 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). | Partnership model is developed at GM-level (subject to LEP sign-off). Government engagement and sign off expected during Autumn/Winter 2020. LIS seed-corn funding to develop an innovation pipeline, being set up. | LOW | GMCA | Innovation pipeline operational and being actively managed by IPHA. Pipeline innovations being adopted and diffused in GM and nationally. Innovators are being actively supported to use the innovation pipeline. |

| # | Action | Year 1 Milestone | Progress | C-19 Impact Rating | GM Lead Organisation | Year 2 Milestone |
|---|---|---|--|--------------------|----------------------|---|
| 2 | To link GM'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. | OBC for ICAHA has been agreed by the GM LEP, Growth Board and the Innovation Partnership on Healthy Ageing. An options appraisal of potential sites, resources and partners is underway, and FBC being developed. | The IPHA partnership model now includes responsibility for ICAHA, and options appraisal being planned. GM was awarded DIT High Potential Opportunity Area status for ageing innovation (chronic disease prevention). | LOW | IPHA | Funding secured and ICAHA operationalisation underway (subject to the requirements of the prospective "home" for the centre). |
| 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. | GM citizen participation in clinical trials increasing via the HInM partnership with the GM Clinical Research Network. Formal process to monitor life sciences and digital industries' trial planning in place, improving future trial readiness, and 2 large scale GM trials agreed with industry and other partners for 2020/21. Industry routes into the GM market are being streamlined by: embedding the HInM 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 adopted (inc. SMEs). | GM's contribution and leading of clinical trials during the C-19 pandemic has been the largest and most coordinated response of any area in the UK, including the 'One Manchester' C-19 rapid research response. A re-purposed falls prevention platform to manage C19 in care homes in Bolton now been extended to 40+ in Tameside. GM is undertaking a new large scale clinical trial (cholesterol reduction), bringing further investment via Health Innovation Manchester and North West E-health. Work on new pricing models for pharmaceutical companies disrupted by C-19 but is now resuming. Work continues to be ongoing around the integrated care record. | LOW | HInM | Piloting integration of genomics information with GM health and care records (with GM Local Health and Care Record programme and Qiagen) to support trial recruitment, real world evidence (RWE) and early detection opportunities. This will support the European Centre of Excellence for Precision Medicine in Manchester. Programme of work to create a GM-wide consented cohort with linked routine health data is agreed and initiated (starting with 3 localities in phase 1). Work underway to develop GM as a 'learning health system', including the design and implementation of trials and using RWE (in collaboration with NICE), supporting new approaches to policy development. |
| 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. | Independent work (ILC) to define the broader economic and innovation potential of demographic change for GM. 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). | ILC work completed and driving priorities of the GM Ageing Hub, as well as collaborations. GM successfully applied for Wave 1 ISCF Ageing Grand Challenge Funding, and is progressing the test-bed pilot application into 'Wave 2'. | MEDIUM | GMCA/IPHA | Test bed industry partners and projects identified, market shaping plans in place, and trials underway. Priorities for Wave 2 agreed, and learning from Wave 1 being used to plan Wave 2. |
| | | Develop the market for health technology for older people by extending falls prevention model into community care settings and investment into a dynamic heart failure management programme. | New C-19 programmes designed and rolled out Applications for funding to enable market development submitted. | LOW | GMCA/HInM | |

Theme 2: Advanced Materials and Manufacturing

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

LIS 2040 ambition:

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

Strategic priorities:

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

Covid-19-Impact:

- Manufacturing companies have in the main been encouraged to remain open during the shut-down, meaning that business operations were at least partially protected initially although supply chain issues may be increasing.
- Anecdotal evidence that the scale of disruption in some manufacturing sub-sectors – e.g. aerospace and automotive – means companies are considering fundamental shifts in R&D and innovation pipelines, potentially shelving entire product development programmes to facilitate business model change and resilience to large short-medium term drops in demand.
- As part of budget March 2020 and subsequent Government statements about C-19 recovery we have seen an increased emphasis on investing in R&D intensive industries to maintain and grow high value economic activity within the UK.

| # | Action | Year 1 Milestone | Progress | C-19 Impact Rating | GM Lead Organisation | Year 2 Milestone |
|---|--|---|--|--------------------|----------------------|---|
| 5 | To capitalise on opportunities to connect the local manufacturing base to the potential applications of graphene and 2D materials, and other innovations ... GM will establish a new alliance: GM Graphene, Advanced Materials and Manufacturing Alliance (GAMMA) . GAMMA will develop and lead the implementation of the city region's advanced materials and manufacturing strategy, addressing gaps in commercialisation and diffusion ecosystems for graphene, advanced materials and industrial biotechnologies. | GAMMA is fully operational, resourced appropriately, and with an established Board representing GM's universities, government, the Local Enterprise Partnership, GMCA, Growth Company (Business Growth Hub and MIDAS), UKRI and the private sector. GAMMA has developed strategic relationships with the Advanced Materials Leadership Council and other UK assets. Independent research has been commissioned on the requirements to | 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. Independent research being tendered. The 'Manchester Graphene Company' is being created to accelerate spin-outs in investment in graphene/2D materials innovation and applications. | LOW | GMCA | GAMMA has developed the city region's advanced materials and manufacturing strategy, and has secured the necessary resources and/or commitments for its implementation. |

| # | Action | Year 1 Milestone | Progress | C-19 Impact Rating | GM Lead Organisation | Year 2 Milestone |
|---|---|--|--|--------------------|-----------------------------|--|
| | | drive further commercialisation of Graphene/2D materials in GM. | | | | |
| 6 | The ' Made Smarter ' approach increases manufacturing productivity 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 I4.0 and capitalising our university strengths. | GM is continuing to support the implementation and evaluation of the NW Made Smarter pilot programme. Assessment of existing and potential future delivery mechanisms being prepared based on formative evaluation, including model for broader GM provision. GM, industry, universities and others bidding for Industrial Strategy Challenge Funding Made Smarter allocation. | Made Smarter Pilot continuing and is being evaluated live. | MEDIUM | GMCA/GC/BEIS | Depending on plans for national roll-out of the Made Smarter Pilot, a plan for retaining and further developing the GM Made Smarter ecosystem and its assets is in place. |
| 7 | The largest new growth area in GM is the M62 North East Growth Corridor , which crosses Bury, Oldham and Rochdale, and is a potential UK magnet for inward investment. Development potentially includes 1million+msq of new mixed employment space, logistics centres and advanced manufacturing, advanced material, renewables and green technologies production. Part of the area will be a specialised Advanced Materials City aligned with GM's manufacturing strengths and UK strategic priorities, integrated with digital and transport infrastructure, and skills and training. | As part of the ongoing work to define the M62 North East Growth Corridor development, the Northern Gateway Board will commence work to define the strategic approach and model for creating a GM Advanced Materials City in this growth area. The model will include specialist premises and facilities, digital and transport infrastructure and links to education, training and skills development (amongst other factors) | Northern Gateway feasibility studies include work to assess requirements of 'Advanced Materials City', and the 'Advanced Machinery and Productivity Institute'. UoM has also undertaken significant work with AMRC (part of HVMC) to set out the case and requirements for a sustainable materials manufacturing innovation catapult in GM (as well as a Medicines Manufacturing Catapult). | LOW | NORTHERN GATEWAY BOARD/GMCA | As part of the ongoing work to define the M62 North East Growth Corridor development, the strategic approach and model for a GM 'Advanced Materials City' will be progressed further, locally and with Government (including through GAMMA). |
| 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. | In autumn 2019 the OJEU procurement for I-D Manchester will commence (managed by University of Manchester). | Procurement for JV for ID-Mcr commenced on schedule but was paused due to C-19. | MEDIUM | UNIVERSITY OF MANCHESTER | Spring 2021 – Joint Venture to develop the I-D Manchester site formed. Decant from site commences later in 2021 |

Theme 3: Digital Creative and Media

- 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.

Covid-19-Impact:

- Accelerating digitisation of public sector - service provision, data sharing, flexibility, remote working, health & mental health services – leading to a one-off boost to public sector intelligence, and changing attitudes to data sharing.
- Digital exclusion amongst school aged children; and vulnerable groups, unemployed people and Businesses unable to afford costs of remote working
- Digital isolation, especially older people and vulnerable groups
- Digital sector growth could be reduced due to stalls in investment/confidence
- Scope to improve economic resilience of previously non-digital businesses and opportunity for digital sector to aid new ways of working in long term
- Urgent need to understand and respond to changes in demand for and supply of labour in digital sector.
- Workplace skills audits required to ensure organisational capacity to shift to digital and develop / adopt rapidly deployed digital solutions

| # | Action | Year 1 Milestone | Progress | C-19 Impact Rating | GM Lead Organisation | Year 2 Milestone |
|---|---|---|---|--------------------|----------------------|---|
| 9 | 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. | 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. Public launch in Summer 2020. | Fund scope was agreed. Launch was delayed by C-19 | HIGH | GMCA | Assessment exercises has taken place to identify short, medium and long-term investment gaps and opportunities post C-19, and establish new approach. |

| # | Action | Year 1 Milestone | Progress | C-19 Impact Rating | GM Lead Organisation | Year 2 Milestone |
|----|---|--|--|--------------------|----------------------|--|
| 10 | GM will continue to support the development of digital and creative clusters across the city region and develop the GM Cyber Cluster, building on existing clusters, usually underpinned by strong cultural assets, and often linked to social enterprises and cooperatives. Digital and creative industries can be a driving force in revitalising local towns and high streets. | Digital Blueprint provides a framework for cluster development. A two-year culture fund was agreed by GM, with contracts live by April 2020, and Y1 of GM Town of Culture programme was programmed. Outcomes of GM applications for Future High Streets Funding. | <p>Progress made across all areas listed. Future High Streets and Town's Fund processes have been delayed due to C-19.</p> <p>Particular progress on digital security cluster with GM Cyber Advisory Group expansion, GM Cyber Resilience Centre launch and GCHQ Co-Lab completed.</p> <p>Significant new industry and government investment happening or in pipeline including by GCHQ and the GM Digital Security and Innovation Hub. Additional support for businesses via GM Cyber Foundry and now GM AI Foundry.</p> | HIGH | GMCA | <p>Continue to deliver against the Digital Blueprint.</p> <p>Re-plan digital security activity dependent on CSR outcomes.</p> <p>Award operator tender for Digital Security Innovation Centre.</p> <p>Successful execution of Town of Culture, year 2.</p> <p>Second year of GM Culture Fund and evaluation of impacts.</p> <p>GM Towns Fund and Future High Streets Fund allocations supporting cluster development</p> |
| 11 | GM and government will develop a robust digital skills pipeline, including the £3m Digital Skills Pilot to underpin digital and media growth. Action is needed to raise awareness of the range of careers and opportunities; up-skill and re-train the existing and future workforce; and to instil the design skills and creativity that facilitates inter-connections between industries, and underpins adaptability and resilience. | 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 (09/2019 to 02/2021). The £8m LGF funded GM Skills Investment Pot is launched in Autumn 2019, with associated impact assessment provisions. | Digital Skills Pilot has continued but is likely to be reframed nationally (TBC). The GM Skills for Growth programme is also changing provision in this space. Additional funding received via DfE to test further. | LOW | GMCA | <p>Delivery of pilot programmes.</p> <p>Review evaluation evidence from Digital Skills Pilot and Skills Investment Pot and consider scope to extend approach in digital and other sectors.</p> |
| 12 | GM will 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 . GM has very productive collaborations with government and will build closer ties with the national Connected Places and Digital Catapults. GM is investing in digitally enabling citizens. | The scope and business case for the GM Office of Data Analytics (ODA) will be developed and agreed by relevant parties by January 2020. | <p>Work to develop relationships and Business Case for ODA is underway.</p> <p>Principle work being undertaken by the ODA team is the Local Data Review programme (see 14 below).</p> <p>A Smart GM Places Leadership Group has been established to bring together work on digital infrastructure and data including "internet of things" activity.</p> <p>Significant data related work has been delivered in support of Covid-19 response.</p> <p>GMCA plus many public and private organisations have contributed to the GM Declaration for Responsible and</p> | MEDIUM | GMCA | <p>Delivery of the Local Data Review and GM ODA work programme.</p> <p>Expansion of GM Digital Platform and GM Care Record as platforms for innovation, improved public services and research.</p> <p>If CSR proposals for Smart & Integrated Places proposal is supported then wider innovation programme will commence.</p> |

| # | Action | Year 1 Milestone | Progress | C-19 Impact Rating | GM Lead Organisation | Year 2 Milestone |
|----|---|--|---|--------------------|----------------------|---|
| | | | Intelligent Data Practice curated by Open Data Manchester | | | |
| 13 | The Made Smarter pilot is demonstrating that digitalising manufacturing can increase competitiveness and efficiency. Building on the pilot, GM will take a 'Made Smarter' approach to improve the productivity of all industries via the development, design, adoption and application of digital technologies and skills development. | The Made Smarter framework is integrated within the refreshed GM Digital Blueprint. Evidence from the ongoing evaluation of the Made Smarter pilot is being used to inform implementation of the GM Digital Blueprint. | Made Smarter pilot is continuing to progress and is being evaluated live. GMCA are working to pilot a project to support SME businesses to move online or improve their online presence. | MEDIUM | GC | Made Smarter approach mainstreamed into business support offer or expanded via national roll-out (dependent on outcomes of Comprehensive Spending Review 2020). |
| 14 | GM will 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 (to stimulate open innovation; productivity growth, and policy ambitions like clean growth). Government will support on design, best practice, and available data sources. | Building on the pre-existing pilot activity already underway in GM, the full scale review of local data will be initiated by January 2020. | Scope of data review developed. Project has been integrated into Office of Data Analytics (ODA) work, as the overarching strategic goal. Review of best practice is complete and public consultation to start in autumn. | MEDIUM | GMCA | Review of impact of open public data interventions so far. |
| 15 | 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 supported by a wider programme and digital platform. | GM pilot of international event during MIF19, and evaluation. Plans for a full scale event will be in place by March 2020. Government work to promote the event internationally is underway. Digital platform to showcase GM's creative and digital output is being developed. | Pilot was undertaken as planned as part of MIF19 then Digital City Festival was held in March 2020 which engaged over 6,000 people just prior to lockdown. Work on a larger Digital City Festival underway for 2021. | MEDIUM | GMCA | Digital City Festival 2021 to be held in April 2021 with ongoing evaluation and plans for growth into 2022 and beyond. |

Theme 4: Clean Growth

- 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.

Covid-19 Impact:

- The shut-down of some sectors and public transport systems, and the introduction of stay at home policies and restrictions on travel beyond local areas, have increase active travel and impacted consumption patterns and created overall fall in energy demand.
- This and the closure of the hospitality, leisure and retail sectors have also increased the use of local green spaces and infrastructure.
- Policies and programmes to boost the manufacture of low-carbon goods and services to decarbonise the nation’s most-emitting sectors will form a “vital” part of the Government’s recovery strategy. Some programmes which require entry to people’s properties may stall due to lockdown conditions.
- There are opportunities to use clean growth to drive jobs and investment (e.g. low carbon retrofit, local renewable energy generation, modern methods of construction) and permanent behaviour change amongst individuals and businesses, including opportunities to support more circular economy models.

| # | Action | Year 1 Milestone | Progress | C-19 Impact Rating | GM Lead Organisation | Year 2 Milestone |
|----|--|---|---|--------------------|----------------------|---|
| 16 | 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. | A fully developed model for ‘Mission’ has been created including governance, resources and delivery mechanisms – and agreed by GMCA, GM LEP, Green City Partnership and Growth Board (and other parties as appropriate) and is supported by Government. Implementation plan for model in place and underway. | Model fully developed and implemented. GM has continued to work with UCL and Climate-KIC to embed the mission model within GM, including establishing 6 challenge groups and an Implementation Forum. Proposal for an Energy Innovation Agency developed. | MEDIUM | GMCA | Pilots of mission projects underway: *Low carbon domestic and public sector retrofit programmes *Installation of local renewable energy generation and smart heat supply *Sustainable and low carbon transportation *Natural capital investment programmes *Business support: Clean Growth and Productivity Review of the Mission Based Approach model undertaken to learn lessons from year 1. |

| # | Action | Year 1 Milestone | Progress | C-19 Impact Rating | GM Lead Organisation | Year 2 Milestone |
|----|--|---|--|--------------------|----------------------|---|
| 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 potentially accelerated) and test intervening steps (e.g. balancing building efficiency, on-site generation and off-setting). | The appraisal of adopting a net zero carbon new build policy is complete, including options and viability assessment. | Appraisal completed. Sectoral engagement to take place in 2020/21 on proposed for new standards. | MEDIUM | GMCA | Consultation on proposals for enhanced standards for new buildings to be completed. |
| 18 | To accelerate carbon neutral retrofitting and new build, GM will design innovative finance and delivery mechanisms (including a Retrofit Accelerator) . | Carbon Neutral Buildings Retrofit report published, Retrofit Challenge Group established to facilitate design of finance and delivery mechanisms, and an implementation plan is agreed. | Report published September 2019. Retrofit Challenge Group established and implementation plan underway. Retrofit Accelerator tender for scoping work issued. | MEDIUM | GMCA | Research on carbon neutral housing and stock condition survey completed. Green Homes Grant scheme (Phase 1) delivered and funding secured for a public sector decarbonisation programme and social landlord demonstrator. Options appraisal for retrofit accelerator concluded and discussed with BEIS/GOV, to align with national policy (e.g. price signals). Pilot of preferred option funded. |
| 19 | 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. | The Strategic Outline Case for a 'GM Energy Transition Region' developed and reviewed; key delivery partners and stakeholders identified, and funding for set-up and operation of the Energy Transition Region is being sought. | SOC for Energy transition Region has been developed. The case for a new GM Energy Innovation Agency is also underway. | MEDIUM | GMCA | Energy Transition Region being delivered, subject to previous actions and viability. |
| 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. | Funding to commence detailed design and validation of a Local Energy Market secured. Options for overcoming regulatory barriers being developed (BEIS and Ofgem). | Local Energy Market scoping completed. Funding for full programme secured and BEIS and Ofgem engaged in planning for its implementation. | LOW | GMCA | First Year of Local Energy Market (LEM) Programme completed with Local Area Energy Plans developed for 3 Districts Draft LEM design and business case completed for review. Value sharing propositions being validated (with service providers, BEIS and Ofgem) to inform policy and regulation. |
| 21 | GM will develop large-scale modular construction facilities as part of a Modern Methods of Construction and Design for Manufacture and Assembly centre of excellence , coordinated with the UK Construction Innovation Hub, creating local employment, skills and training, and new industry. | Preferred option for a GM approach to Modern Methods of Construction (MMC) identified and action plan agreed. | Strategic Outline Business Case developed, including a preferred option. Routes to delivery are being explored (e.g. with RSLs) | MEDIUM | GMCA | Actions with key strategic partners (e.g. Local Authorities, Homes England and Registered Providers) to implement preferred option underway. This could include identifying suitable sites/ partnerships for MMC facility and a pipeline of suitable housing sites. |

| # | Action | Year 1 Milestone | Progress | C-19 Impact Rating | GM Lead Organisation | Year 2 Milestone |
|----|---|--|---|--------------------|----------------------|---|
| 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 like whole house deep retrofit. | Proposal to align GM Skills Investment with priorities agreed, and action plan in place. STEM Framework being delivered to increase talent pipelines for priority occupations, inc. specific requirements of MMC. | Alignment underway via Skills for Growth programme and LGF allocation. Retrofit pilot in development using ESF funding | LOW | GMCA | Relevant training being delivered. |
| 23 | 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. | A Business Clean Growth Mission Group has been established, building on existing private sector engagement (incl. Sustainable Business Partnership), and is mapping gaps in current support and opportunities for collaboration. | Business Groups have been engaged through the mission architecture. Resource efficiency and sustainability business support/advice is being provided through "Business Productivity and Improvement Programme" and via "Made Smarter". However, neither at the scale or intensiveness required for a step change so far. Proposals for increasing provision of net zero/circular economy business support are being considered. | MEDIUM | GC/GMCA | Resources identified and secured to continue support to SMEs, plus expansion to cover gaps in support (e.g. non-SMEs, routine economy) - linked Action 16. Suez supported to develop and deliver a community fund to support recycling and circular economy initiatives. |

Theme 5: People

- 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.

Covid-19 Impact:

- C-19 has had immediate and far-reaching impacts on the education, skills and work system: including disruption to education and exam cancellation and the need to re-establish expectations about school/college/HEI attendance; impacts on apprenticeship opportunities and uptake; potential widening of the attainment gap for disadvantaged children and impacts on transitions (all ages).
- COVID-19 has also had a major impact on increasing and creating new forms of health inequality – potentially leading to increased debt, family poverty and service needs, and those already disadvantaged falling further behind. There has been a large increase in mental health impacts due to social isolation and other reasons. Safeguarding issues have also arisen (potential increase in LAC, NEET, vulnerable children, child abuse); free school means; delayed health & development assessments / immunisations; increased inequalities for people with long-term conditions; increased demand for social care (children's), and an increase in unemployment across all ages but particularly for young people, women and BAME people, who are more likely to be employed in temporary/low-paid jobs or sectors more affected by C-19.
- Unemployment programmes require redesign, e.g. using digital offer - availability of reliable stats to inform redesign; changes to model with JCP shift in emphasis; content & delivery mechanism changes.
- The impacts also affects the system itself in terms of provider resilience / sustainability; the need to introduce social distancing measures - safe provision of children's services and support in all settings; apprenticeship uptake/provision; increasing demand for social care; and increasing demand for employment support.

| # | Action | Year 1 Milestone | Progress | C-19 Impact Rating | GM Lead Organisation | Year 2 Milestone |
|----|---|---|---|--------------------|----------------------|--|
| 24 | 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. | 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. | The joint work was broadly on progress, including a set of Rapid Reviews, until C-19 began to disrupt activity in February 2020. The Partnership continued to meet frequently over spring-summer 2020 to support local-national C-19 response and recovery coordination. The partnership is reviewing the steps to achieve it's objectives in the new policy setting in early autumn 2020. | HIGH | GMCA, DfE, DWP | An agreed programme of work for all actions is being delivered and short term actions needed have been delivered as specified. A new approach to GM-HMG partnership working is being successfully applied in policy development and delivery. |

| # | Action | Year 1 Milestone | Progress | C-19 Impact Rating | GM Lead Organisation | Year 2 Milestone |
|----|--|--|--|--------------------|----------------------|---|
| 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. | <p>The Working Well programme is continuing and being evaluated. GM Health and Social Care Prospectus contains actions to create a sustainable health and care system that realises economic potential. GM Model of Unified Public Services sets out an approach to aligning services around people and place.</p> <p>GM Reform Investment Fund is catalysing improvements in health, housing, skills and education, crime and prevention.</p> | Working Well is continuing and is still a national best practice exemplar. GM Health and Social Care Prospectus published and being implemented, as is Public Service Reform White Paper. For Reform Investment Fund, see action 49. | HIGH | GMCA | <p>The first review of the Working Well programme is published.</p> <p>An Action Plan for the broader alignment of programmes and to deliver any successor programmes has been agreed (e.g. as part of GM Public Service Reform).</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. | The ‘Test-and-Learn’ approach has been embedded and new employability support for older workers are being piloted in GM. | Test-and-Learn approach has been embedded and is being considered as part of the GM-HMG Partnership in action 24. | MEDIUM | GMCA | <p>Pilots ongoing and successful new approaches for supporting older workers are being integrated into mainstream delivery.</p> <p>The impact of the ‘Test-and-Learn’ approach - and the potential to apply it to other areas - is being evaluated.</p> |
| 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. | This now no longer exists as the National Skills Fund has consumed this funding | GM is working with DfE on a Digital bootcamp as above via this funding and continues to share learning that could see a greater pilot into different sectors as per CSR submission. | HIGH | GMCA | GMCA to work with HMT to ensure NSF is delivered through local mechanisms such as AEB to ensure a simple coherent adult system that responds to need of employers. |

Theme 6: Infrastructure

- 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.

Covid-19 Impact:

- C-19 public health measures led to a massive shut-down of the public transport system, and now a slow and staged re-opening. For rail, a large proportion of GM’s workforce has been able to work from home or have been furloughed, decreasing demand on the system – and there is uncertainty on what future transport demand will look like.
- There has been a financial impact on Metrolink and requirement to reinvest.
- There has been a surge in active travel and acceleration of cycling and walking schemes and identifying potential new bus lanes.
- Health and public transport will be a major theme going forwards (safety/cleanliness; active travel; air quality).
- Delays in fleet/infrastructure development & delivery during lock-down.
- Economic stimulus required for recovery, and the focus on building resilience to future shocks is an opportunity to accelerate the delivery of GM’s key infrastructure priorities.
- Increased desire / requirement for full fibre investment.

| # | Action | Year 1 Milestone | Progress | C-19 Impact Rating | GM Lead Organisation | Year 2 Milestone |
|----|--|---|---|--------------------|----------------------|---|
| 28 | To build the integrated 21st century infrastructure GM needs, GM will develop a comprehensive city-region infrastructure plan that: meets both local and national priorities; delivers LIS priorities (inc. Clean Growth Mission and reform of education and skills); develops in consultation with government and infrastructure providers, is underpinned by consensus. | A GM Single Infrastructure Plan is being developed via the GM Infrastructure Programme. | Single Infrastructure Plan and pipeline has been developed. | MEDIUM | GMCA/TfGM | Principles of the GM ‘multi year’ Single Infrastructure Programme agreed with government and identified funding pots starting to be allocated in line with Place Based Investment approach. |

| # | Action | Year 1 Milestone | Progress | C-19 Impact Rating | GM Lead Organisation | Year 2 Milestone |
|----|---|--|---|--------------------|----------------------|---|
| 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. | HMG joins GM Strategic Infrastructure Board. | HMG is engaged and ready to join the Board at the appropriate moment | LOW | GMCA | HMG provides single points of contact within relevant departments enabling a single conversation on infrastructure. |
| 30 | GM will review its institutions, structures and processes to ensure the city-region can continue to deliver successful integrated infrastructure programmes, building on our successful track record, robust governance, capacity and existing assurance processes. | The scope of the GM review of institutions, structures and processes has been agreed, and resources required for the review have been secured. | This has been addressed by the creation of the Strategic Investment Board | LOW | GMCA-TfGM | N/A |
| 31 | GM will explore options for achieving sources of sustainable, long-term local investment into infrastructure to deliver the scale and range of investments needed, and building on the conclusion of the National Infrastructure Assessment (an integrated strategy for infrastructure at city-region level should be backed up by stable, substantial, devolved funding). | Initial proposals for achieving sources of sustainable, long-term local investment into infrastructure for GM have been developed. | GM submission to Government CSR process, setting out transport and other infrastructure interventions required as part of GM's GMIP proposition, aligned with GMSF and the 5-Year Transport Delivery Plan (2020-2025). | HIGH | GMCA/TFGM | GMIP funding dependent upon continued negotiations, specific milestone dependent upon this. |
| 32 | Building on powers already devolved to the GM Mayor, GM will continue working with government to improve the performance of GM's transport system (addressing congestion, increasing productivity and employment growth) through greater local influence over rail services and stations, bus reform, trialling tram-trains, regulatory reforms to shift to cycling and walking. | <p>Priorities of TfGM's 2019-2024 Transport Delivery Plan have been finalised, and the necessary programme of reforms has been set out and agreed.</p> <p>GM to submit evidence to the Williams Rail Review.</p> | <p>Following consultation in 2019, final version of the 2040 Delivery Plan 2020-2025 will be published in autumn 2020 alongside the GM Spatial Framework.</p> <p>Bus Reform proposals have undergone consultation as per the Bus Services Act and reported back to GMCA in June 2020.</p> <p>GM continues to progress proposals for rail reform via input to Williams Review and progressing the GM Stations Alliance (made up of TfGM, Network Rail, relevant rail franchises and London and Continental Railways with the aim of supporting the changing needs of passengers, residents and visitors at a targeted set of rail stations).</p> | MEDIUM | TfGM | Development of transport business cases for early delivery as part of Phase 1 of GMIP transport proposals, aligned with the 5-year Transport Delivery Plan. |

| # | Action | Year 1 Milestone | Progress | C-19 Impact Rating | GM Lead Organisation | Year 2 Milestone |
|----|--|--|--|--------------------|----------------------|--|
| 33 | To radically improve connectivity with other towns, cities and countries, GM will work to deliver the growth case for HS2; continue developing GM as the global 'Gateway to the North' via the Mcr Airport Transformation Programme; and work through TfN to deliver the case for Northern Powerhouse Rail and improve Manchester-Sheffield road links. | Northern Powerhouse Rail and HS2 Business Cases to be delivered in 2019/20 (subject to outcome of HS2 Review). | <p>Following HMG's response to the Oakervee Review of HS2 in Feb-20, GM continues to actively engage with DfT and HS2 Ltd regarding development of the HS2 Phase 2b, and with TfN for the development of NPR.</p> <p>In particular, TfGM is leading GM's input into the development of HMG's Integrated Rail Plan for the north and the Midlands due for publication in late 2020, and GMCA has submitted a response to the National Infrastructure Commission's call for evidence to support development of the plan.</p> | HIGH | TfGM | Review post-Covid levels of airport demand and evaluate progress towards Gateway to the North ambitions. Northern Powerhouse Rail and HS2 Business Cases / development of proposals continue to be delivered in 2020/21. |
| 34 | *GM and government will develop a programme of activity for transport innovation to explore new ideas and bring together relevant stakeholders for collaboration and identify locally-led changes needed to drive and shape innovation-led transport improvements. | Action to be reviewed in November 2019 following the outcome of GM's bid for Future Mobility Zone funding. | <p>GM applied for ISCF Future of Mobility testbed funding in September 2019 to take forward GM's programme of transport innovation. The bid was unsuccessful (March 2020).</p> <p>The programme of transport innovation remains part of the 2040 transport pipeline, within the GM Infrastructure Programme, and alternatives funding sources are being explored to take the programme forward.</p> | MEDIUM | TfGM | Publication of the transport innovation prospectus. Successful transport innovation funding bids. Development of a business case for a "GM Mobility as a Service" platform. |
| 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. | Deployment of GM's digital infrastructure investment pipeline is continuing (subject to national and local policy development, e.g. LFFN). | <p>Roll-out of full fibre proceeding (procurement March 2020), and 270km of fibre broadband being built at present.</p> <p>Work to identify ways of accelerating delivery (e.g. bulk permitting) is also underway.</p> <p>The national target changed (gigabit/2025), and HMG is currently focussing on rural areas as the perceived market failure is here.</p> | MEDIUM | GMCA-TfGM | Grant element of national Full Fibre Network Funding has been fully allocated (NB. match-funding can continue to be spent after this date). |

Theme 7: Ideas

- 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.

Covid-19 Impact:

- The pandemic is impacting on flows of investment and on venture capital markets, affecting digital, life sciences, clean growth and advanced materials sectors
- Government has introduced a range of new innovation investment measures - Future Fund and other British Business Bank interventions.
- Budget March 2020 included a series of commitments to innovation and R&D investments. Business support post-COVID pandemic start has also included an innovation and R&D driver.
- There have been delays to decisions relating to ISCF funding.

| # | Action | Year 1 Milestone | Progress | C-19 Impact Rating | GM Lead Organisation | Year 2 Milestone |
|----|--|---|--|--------------------|----------------------|---|
| 36 | Government has a target for national investment in R&D to match 2.4 per cent of GDP by 2027. 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. | 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 | ISCF bids have been made under DfT Future Mobility Zones (unsuccessful); Healthy Ageing (successful Round 1). Manufacturing Made Smarter ISCF has just been announced, and a GM bid is under development. Strength in Places Round 2 included GM bids for Advanced Machinery and Productivity Institute and Creative City+ | HIGH | GMCA | Bids into the Industrial Strategy Challenge Fund, as well as other related innovation funds, as aligned to LIS priorities will continue to be encouraged and coordinated (where necessary). GM will work with government to realise the potential of Government's new place-based R&D strategy and the investments coming from the 2020 Comprehensive Spending Review. |
| | | Working group established to initiate review of the impact of innovation support and funding for GM businesses. | Innovation GM is an ambitious proposal for locally commissioned R&D funding as well as an aligned platform for public-private collaboration. This includes strategic priorities for innovation support and funding and forms part of GM’s submission to Comprehensive Spending Review 2020 | N/A | GMCA | Implement Innovation GM priorities |

| # | Action | Year 1 Milestone | Progress | C-19 Impact Rating | GM Lead Organisation | Year 2 Milestone |
|----|---|--|---|--------------------|----------------------|--|
| 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 Advisory Board, whose membership includes local universities, leading innovative firms, the Medicines Discovery Catapult, Manchester Science Partnerships, public bodies, UKRI | Develop a business case and identify potential resources to launch a GM Social innovation Fund, aligned to the national Industrial Strategy Challenge Funds. | This has not been progressed | HIGH | GMCA | Pause until LIS implementation funding is made available to implement |
| | | Map opportunities to use public procurement to stimulate innovation across multiple innovation areas, starting with the Clean Growth Mission. | Opportunities to use public procurement to drive innovation have been discussed at the Innovation Advisory Board and are being considered as part of the Clean Growth Mission development. Progress requires GM Social Value Framework to be embedded and working effectively. | N/A | GMCA | Paused until social value framework is further progressed |
| 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. | 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. | GM on Steering Group of NWBLT independent research into innovation financing in North West of England that circumvented need for GM-level review (alongside work of investment taskforce). Primary recommendations relate to network building with national VC networks; increasing demand and quality of business cases, and showcasing region's investment offer more effectively. Additional LGF (£3m) has already been made available to increase GC Angels Co-Fund post C-19. | HIGH | GMCA | GM will continue to review gaps in the innovation funding ecosystem that arise as a result of C-19 and work with the GM LEP, other partners, and Government (where appropriate) to address them. |
| 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. | 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. | This has not been progressed | HIGH | GC | Implement through Innovation GM proposal |

Theme 8: Business Environment

- 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.

Covid-19 Impact:

- The pandemic has affected all sectors of GM's economy, with a sharp and large-scale reduction in output; huge changes in working practices and employer-employee relationships, and rapid technology adoption. Large numbers of GM firms are accessing financial support schemes to address urgent cash flow issues, including VAT and Business Rates and SSP relief; loans and grants.
- There is a risk of large scale redundancies and business closures, and that previous progress in pay, good work and job security being undone. Potential changes in employment composition, e.g. employment creation in distribution and logistics sectors.
- Demand for business support is and will continue to change, inc. rapid adoption of new practices and technology; adjusting to NPIs, and focussing on resilience. Large numbers of business failures will require large scale support for new business start-up and self-employment.
- Specific sector impacts include: the importance of the foundational economy; disrupting international supply chains in manufacturing and wholesale; and hitting the retail, hospitality, leisure, tourism and 'Night Time Economy' hard. We have also seen an acceleration in online shopping.
- International impacts are creating supply chain bottlenecks and potential opportunities to shorten some supply chains. Changes to inward investment markets and international trade and investment patterns are expected, as with international relationships more broadly.
- Impact on anchor institutions including Manchester Airport and Universities, operational and economic impacts, including in associated/support industries like accommodation and services and visitor economy.
- Opportunity to accelerate Made Smarter & Industry 4.0 programmes
- VCSE sector impacted at the same time as an increasing emphasis on social value, community wealth-building, more inclusive economic models.

| # | Action | Year 1 Milestone | Progress | C-19 Impact Rating | GM Lead Organisation | Year 2 Milestone |
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| 40 | 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 | Continue delivering existing Growth Hub and national programmes inc. GM-funded Productivity & Inclusive Growth Programme. Support firms effectively through Brexit. | Growth Hub has continued to deliver services and BPIG (see latest GC annual report). GM Economic Resilience Group established to coordinate C-19 and Brexit support and response. | HIGH | BGH | GM to influence BEIS review of Business Support (autumn/winter 2020) in light of LIS and GM Devolution Agreements. Approach agreed for GM-HMG review and subsequent delivery of business support to be implemented from 2022/23 (i.e. following completion of the GM Productivity and Inclusive |

| # | Action | Year 1 Milestone | Progress | C-19 Impact Rating | GM Lead Organisation | Year 2 Milestone |
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| | well as the wider business support offer available. There will be a 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 (links to action 42 for leadership and management as well) | Agree scope for joint GM-HMG review of national business support services to identify opportunities to align and fill gaps | Joint GM-HMG review has not been formulated as March 2020 budget announced national review needed. | | | Growth Programme), dependent on outcome of Spending Review 2020. Coordinated local and national business campaigns relating to COVID-19 and new trading environment post-Brexit underway and ongoing, and new BRE digital regulatory platform. |
| | | Secure funding to implement 'Place Innovation Pilot' in Stockport – routes to grow new business innovation clusters. | Report on the opportunities for an innovation-led economy in Stockport completed (with UoM). MIDAS to support development of a business innovation cluster as part of Innovation GM, which outlined a proposal for a £100m towns innovation fund. Cheadle Town Investment Plan aligned. | N/A | GMCA | Support the ideation and development of roadmaps for innovation spaces across all of the conurbation, subject to progression of proposals for Spending Review 2020 as they relate to GM innovation policy |
| | | Develop proposal and identify funding for innovation adoption programme with Greater London Authority and Growth Hub. | Plans mature and could go live at short notice. Procurement with 7 potential suppliers is in-flight | N/A | GMCA | Launch Adoption Hub and accompanying communications and engagement programme by March 2021. |
| | | GM Internationalisation Strategy refreshed in line with the GM LIS. | The refresh of the GM Internationalisation Strategy was disrupted by C-19 onset. The onset of the pandemic and the subsequent disruptions to international trade meant a full refresh was paused, and a revised 1 Year International Strategy was developed and agreed instead. | N/A | GMCA | Implementation plan for refreshed 1 year International Strategy 2020 underway and arrangements for the full strategy refresh and implementation underway |
| | | Cohort 1 of Global Scale Up programme supported, and 2 being on-boarded. | Progress as intended | N/A | GMCA | Evaluation of the Global Scale Up programme completed; identifying areas of improvement and new insights, and findings shared with HMG and NPH partners. Identifying wider applications. |
| | | Revise GM Investment Strategy. | Revised in autumn 2019 | N/A | GMCA | Refresh of strategy interrupted by the COVID-19 pandemic and the disruption to investment that subsequently ensued. The refresh of the strategy has been replaced by the work of the COVID-19 Investment Taskforce, which has identified a series of strategy investment programmes for GM that complement the ambitions in the LIS. |

| # | Action | Year 1 Milestone | Progress | C-19 Impact Rating | GM Lead Organisation | Year 2 Milestone |
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| | | All calls for GM allocations of ERDF closed. | Final round allocated | MEDIUM | GMCA | Work with providers and MA to understand impact of COVID-19 on ERDF projects. Working in partnership with MHCLG on any further national reserve programmes. Continued engagement with Government re UKSPF design and GM preparation for UKSPF complete. |
| 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. | Continue delivering GM Regulatory Centre of Excellence. Identify (with government) regulatory barriers to innovation and exporting, and agree approach to addressing them. | Progress as intended | MEDIUM | GM Regulatory Centre of Excellence | Future approach to regulation services to be included in the review of business support services set out under action 40 above, and to support local businesses to capitalise on future UK Trade Deals and other policies post-EU transition. Opportunities to coordinate regulatory services with other forms of business support have been identified and operationalised. |
| 42 | GM will create a City Region Diplomacy model , promoted by DIT, creating city-to-city partnerships, and deep 2-way relationships in key markets /sectors via entrepreneurship, tech, IP and collaborative R&D programmes. | Model developed in outline (inc. DIT role in promotion), and approach is embedded within the refreshed GM Internationalisation Strategy. | Model to be integrated within refreshed GM Internationalisation Strategy - see action 40.4 above. Refresh of International strategy has seen the language RE a "Global Prosperity Partnership" model develop into a "City Region Diplomacy" model. | HIGH | MIDAS | See Action 40 above |
| 43 | The GM Good Employment Charter is another lever to raise leadership and management, improve productivity, wages, and job quality, particularly for businesses that don't typically engaged with publicly resourced business advice. | Good Employment Charter launched July 2019 with 60 supporters. Membership piloted over 2019, managed by a 'Charter Implementation Unit'. | Charter Implementation Unit established in Growth Co. and has been continuing to build support and membership. | MEDIUM | GC | Continued implementation and scale-up of the Charter, including embedding in procurement and investment, and linked to work to improve the productivity of the foundational economy. First evaluation results available in April 2021. Delivery revised following this. |
| 44 | GM will also work with local universities to maximise the local impact of their excellent leadership and management training and development offer. | A Leadership and Management Working Group is established to review solutions needed for GM's businesses, and develop and implement an action plan, agreed by March 2020. | Proposal has been developed by working group for large scale multi-cohort Leadership and Management programme for GM's SMEs and has begun progress towards approval and funding. This has been paused since June 2020 due to a wider pause on implementation funding for the GM LIS | MEDIUM | GMCA | Pending agreement to unlock LIS implementation funds, implement a new programme of management and leadership support defined, funding identified and implementation underway. Or re-scope to be delivered by wider market providers, and commission via ESF Skills for Growth |
| 45 | GM will develop a plan for increasing productivity of big sectors in the 'foundational economy' (inc. retail, hospitality and tourism, and social care). GM will work with large employers to understand progression routes and skills gaps to inform | 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. | Planning had started just at the inception of the pandemic, but was paused over the summer due to the switch to response activity. Action is being restarted and a mapping of the policy areas that interface with the | HIGH | GMCA | Foundational economy action plan developed by Spring 2021, including policy alignment across GM; data and evidence requirements, and pilot initiatives. |

| # | Action | Year 1 Milestone | Progress | C-19 Impact Rating | GM Lead Organisation | Year 2 Milestone |
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| | ESAP's work and help businesses develop their own skills and workforce development plans. GM will continue supporting adult social care workforce - roles, career paths, leadership, skills. Working with other areas. | | 'Foundational Economy' has been initiated. | | | |
| 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. | Update of GM Social Value Procurement Policy initiated in September 2019 and complete by March 2020. | GM Social Value Procurement Policy is being updated as part of embedding social value more widely and beyond the procurement process. | HIGH | GMCA | GM Social Value Framework launched and Social Value policy built into business as usual. Market engagement and building undertaken to build capacity to deliver social value. Monitoring and measurement arrangements agreed and in place. |
| 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. | Cooperative commission report (Nov 2019) recommends how to create optimum conditions. Launch Social Enterprise Action Group by October 2019, reporting in March 2020. | The recommendations of the Cooperative Commission have been accepted by GMCA and specific initiatives are being taken forward. A Social Enterprise Advisory Group has also been established to drive LIS-related activity. | MEDIUM | GMCA | Social Enterprise Action Plan launched in autumn 2020. Implementation arrangements for the Social Enterprise Strategy agreed. Short Term actions in the Cooperative Commission Action Plan completed, and Medium Term underway. |

Theme 9: Place

- 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.

Covid-19 Impact:

- C-19 is having both universal impacts and more place-specific effects – and these variable impacts need to be recognised.
- High streets in GM’s cities and towns have been dramatically affected and changes in patterns of economic activity are being predicted that may impact on the strategic employment centres and the drivers of growth in GM’s economy (which are of course spatially distributed). High street decline is inter-connected with social inequality and isolation.
- Each Local Authority is developing its own C-19 economic recovery plan and Government C-19 response and recovery work spans all Whitehall departments.
- Potential changes in demand for commercial premises, possible increase in vacant premises, and a fall in business rates, and potential increase in maintenance demands short-term.
- Opportunity to accelerate place making investment, e.g. via public estate, and developing community assets.
- HEI sector - changes / losses and impact on place shaping
- Opportunity to reframe Public Service Reform ambitions

| # | Action | Year 1 Milestone | Progress | C-19 Impact Rating | GM Lead Organisation | Year 2 Milestone |
|----|---|--|---|--------------------|----------------------|--|
| 48 | GM will seek to strengthen economic areas across the city-region based on their unique opportunities and challenges , building on the diversity of 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 Industrial Strategy interlink with opportunities and barriers in their locality, and to develop plans (as appropriate) to deliver real change in all parts of the city region. | A response to the GM LIS and IPR has been issued by each GM Local Authority. The approach to integrating GM LIS in each GM local authority and scope of actions agreed. | GM Local Authorities have been integrating the GM LIS into their own economic policy and strategies over the course of the first year of implementation, including by aligning their own strategies and plans and through decision-making and investment. The Year 1 Implementation Update will provide an overview of this activity. | HIGH | GM Districts | All GM local authorities have refreshed local plans or created new plans (as appropriate) that include a response to the GM LIS and key actions. Actions are being implemented in a number of GM local authorities, as appropriate. |
| | | A GM Transformational Growth Location pipeline covering all 10 districts has been agreed and is aligned with priorities in GM LIS. | The Transformational Growth Pipeline activity was paused in winter/spring 2020. | N/A | GMCA | N/A replaced by work to develop Innovation GM |

| # | Action | Year 1 Milestone | Progress | C-19 Impact Rating | GM Lead Organisation | Year 2 Milestone |
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| 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. | Reform Investment Fund planning/redevelopment to be initiated in Autumn 2019. | C-19 has accelerated the implementation of GM's Model of Unified Public Services, and adoption in mainstream provision is being considered. Resources remain limited via Reform Investment Fund and innovation funding. | MEDIUM | GMCA | Further action and milestone development will be dependent on outcome of 2020 Comprehensive Spending Review and the funding settlement for Local government, as well as any progress made on mainstream adoption of the model within the GM COVID-19 response. Work will continue with Government on the finding model, and a new milestone will be created for the 2021/22 LIS Implementation Plan. |
| 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 Board', made up of senior officials from across government and GM. | Implementation Plan to be agreed by GMCA in October 2019 and with HMG by end of 2019. Implementation Plan live. | It has not been possible to progress this action with Government because of changes to government business/timetables around Brexit and general elections, and then COVID-19. | HIGH | GMCA | Annual refresh of Implementation Plan undertaken. |
| 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. | Milestone is dependent on HMG plans for refresh of NPH Strategy. | The refresh of the Northern Powerhouse Strategy that began in Winter/Spring 2020 was aligned with the approach taken to the GMLIS. | MEDIUM | GMCA | GM LIS embedded in any HMG refresh of the Northern Powerhouse 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. | Scope for process evaluation to be developed by October 2019. Evaluation commissioned and initial report by end of 2019. | GM developed a specification and went out to tender for the evaluation of the GMLIS using the MCC research framework. This process was not successful and a decision was taken to re-scope the evaluation work. | LOW | GMCA | An independent process evaluation is in place. |