

Date: 25th October 2019

Subject: Greater Manchester Local Industrial Strategy Implementation

Report of: Councillor Richard Leese, Deputy Mayor and 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) and the associated resource requirements.

RECOMMENDATIONS:

The GMCA is asked to:

1. Note the work that is underway to implement the GM LIS and agree the proposed governance arrangements.
2. Review and agree the Year 1 Milestones set out in Annex 1.
3. Approve the request for £3m of funding over three years to support the implementation of the GM LIS, to be sourced from retained business rates.
4. Delegate authority to the GMCA Treasurer, in consultation with the GM Portfolio Chief Executive for Business/Economy and the Deputy Mayor for Business/Economy, to finalise the budget and allocation of the projects for GM LIS Implementation following consultation with the Growth Board.

5. Note that an update will be brought to the May 2020 GMCA on overall progress with implementation in 2019/20 and the 2020/21 implementation plan milestones for approval.

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Risk Management – n/a

Legal Considerations – n/a

Financial Consequences – Revenue – section 4

Financial Consequences – Capital – n/a

BACKGROUND PAPERS

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

TRACKING/PROCESS	
Does this report relate to a major strategic decision, as set out in the GMCA Constitution	Yes
EXEMPTION FROM CALL IN	

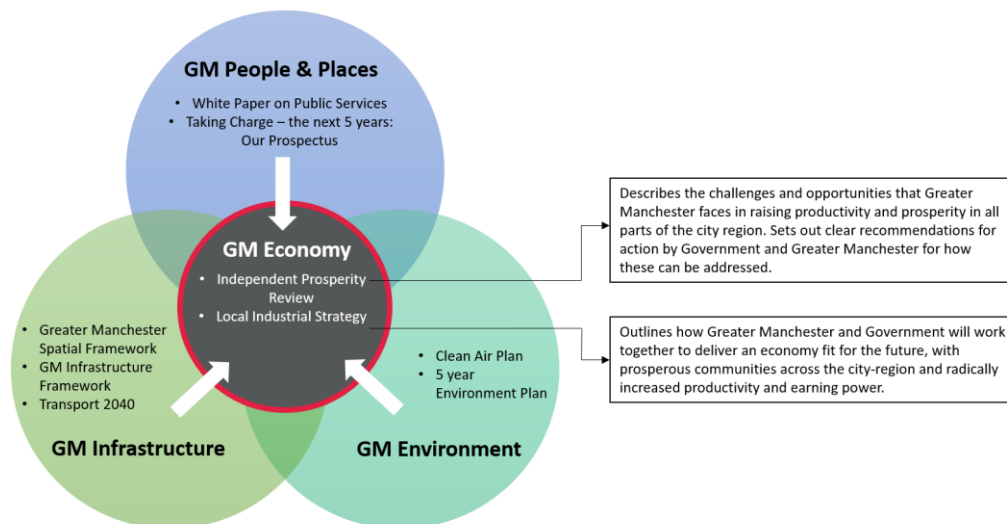
Are there any aspects in this report which means it should be considered to be exempt from call in by the relevant Scrutiny Committee on the grounds of urgency?	N/A	
GM Transport Cttee	Overview & Scrutiny Committee	
N/A	Economy, Business Growth, and Skills: 11 th October	

1. Background

- 1.1. In June 2019 Greater Manchester (GM) and Government (HMG) jointly launched the Greater Manchester Local Industrial Strategy (GM LIS), one of the first Local Industrial Strategies in England.
- 1.2. The launch generated significant media interest and was covered by the national and local press (including the Guardian, the i Paper, MEN, Local Government Chronicle) and broadcast media (including on ITV Granada, BBC Sunday Politics, BBC Radio Manchester, and Global Radio (Heart/Capital)). There was a significant social media impact from the launch, with the hashtag #IndustrialStrategy trending in number one place on Twitter in Manchester on the afternoon of June 13, reaching an estimated 607,000 people. Twelve video voxpops were produced and shared, including high-profile commentators and representatives of GM LEP and GMCA, which have now been viewed over 20,000 times.
- 1.3. Since the launch, the GM LIS has been enthusiastically welcomed by a wide range of stakeholders, including local businesses and business representative organisations, universities and colleges, social enterprises and voluntary organisations, and others. A common strand of feedback is that the strategy provides welcome certainty about the direction of economic policy in the city region, at a time when the national and international situations are extremely uncertain. It gives GM a clear set of priorities around which to coordinate action, which is specific enough to drive impactful activity now, but flexible enough to respond to changing circumstances.
- 1.4. Discussions with Government officials continue to be positive and there remains a high degree of engagement as we move towards implementation. The national Industrial Strategy Council, tasked by Government to independently oversee implementation of the national industrial strategy, visited Manchester in early-October and had a roundtable discussion about the GM LIS, including around how Government and GM can ensure effective implementation and how learning from our trailblazer experience could be shared across the country as the policy is rolled out to other local enterprise partnership areas. There is now a need to capture the momentum generated through the launch and press on with the implementation of the GM LIS.
- 1.5. The GM LIS does not work in isolation. It responds directly to the evidence base created through the GM Independent Prosperity Review and supports the implementation of the Greater Manchester Strategy ('Our People, Our Place') and its objective to make Greater Manchester one of the best places in the world to grow up, get on in life and grow old.
- 1.6. Successful implementation of the GM LIS will also depend on a number of plans being developed locally. These include the draft Greater Manchester Spatial Framework, the white

paper on Unified Public Services for the People of Greater Manchester, the Health and Social Care Prospectus, and the 5-Year Environment Plan.

FIGURE 1 GREATER MANCHESTER LOCAL INDUSTRIAL STRATEGY IN CONTEXT



1.7. Following the GM LIS launch, significant work has been undertaken to develop the governance channels to oversee implementation of the GM LIS, and to define the capacity and resources needed to deliver against the first set of actions that will underpin this long-term plan for Greater Manchester’s economy.

1.8. This paper sets out the proposed approach to governing GM LIS implementation; the priority actions for 2019/20 and year 1 milestones against all current actions, and the proposed allocations of resources to support implementation in this initial phase.

2. Governance

2.1. The implementation of the GM LIS is a core priority for the GMCA. To ensure that the GM LIS is effectively delivered, strengthened programme governance mechanisms are required to ensure the actions set out in the Implementation Plan are progressed and that cross-cutting activities are embedded in the work of all relevant parties.

2.2. Subject to endorsement by the GMCA, it is proposed that the governance arrangements for implementing the GM LIS will include:

- The GM Growth Board¹ and GM LEP² will have joint accountability for implementing the strategy.
- The GMCA will agree a GM LIS Implementation Plan annually, including agreeing an overall budget for its implementation. The first Implementation Plan is provided in Annex 1 of this paper for approval by the GMCA.
- Following approval of the GM LIS Implementation Plan by the GMCA, the GM Growth Board will oversee delivery of the actions. An annual update on progress with implementation will be brought to the GMCA, with ad hoc updates as appropriate as key initiatives meet major milestones.
- In addition to overseeing delivery on behalf of the GMCA, the GM Growth Board will be responsible for coordinating Local Authority implementation; ensuring alignment across policy themes; and integrating the priorities in the GM LIS with key investment portfolios.
- The GM LEP will be responsible for providing strategic leadership and challenge; overseeing key initiatives; and ensuring strong links with the private sector. The July 2018 national LEP Review ‘Strengthened Local Enterprise Partnerships’, set all Local Enterprise Partnerships a single mission to deliver Local Industrial Strategies to promote productivity, in the context of the development and implementation of the UK Shared Prosperity Fund³.
- Each member of the GM LEP has been given a lead for a year 1 priority activity within the GM LIS and will work with appropriate GM officers and other relevant Boards and Committees to drive the delivery of this action.
- A GM LIS Programme Delivery Executive has been established, chaired by the GM Lead Chief Executive for Economy and Business, and made up of lead officers from the GMCA and key delivery organisations, including GM local authorities. This Executive is responsible for providing senior officer oversight of all of the actions in the GM LIS and

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

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

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

establishing specific sub-groups as appropriate to ensure that key priorities are progressed.

- The GMCA Executive Director for Policy and Strategy will act as the Senior Responsible Officer (SRO) with overarching responsibility for GM LIS implementation, and will sit on the LIS Programme Delivery Executive.
- Discussions are underway with Government to identify appropriate lead officers both in terms of overall programme governance and individual actions.

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

3. GM LIS Actions and the Implementation Plan

- 3.1. The GM LIS sets out a wide range of cross-cutting actions to strengthen the city-region's economy, improve the foundations of productivity, and ensure that growth benefits all people and places. Some of these actions require GM to adapt or realign existing activity, and some include setting up new institutions, programmes or ways of working. Some of the actions are for GM partners to undertake and some are joint actions with HMG.
- 3.2. The GM LIS Implementation Plan 2019-20 defines 52 actions for the first three years of the strategy implementation period (set out in Annex 1). These are the actions that the GMCA, GM LEP, GM districts, GM partners and business can drive forwards now - or in the near-term - to improve prosperity and productivity. These actions do not constitute the entirety of the actions needed to deliver all of the ambitions in the GM LIS, and new actions, alliances, off-shoots and responses to the strategy will emerge over the coming years.
- 3.3. A core feature of the way the Implementation Plan has been developed, and how it will be progressed, is a bottom-up approach to working with districts to identify the key actions, both at a district level and a GM level, that should be prioritised. Work is already underway,

led by the Directors of Place group⁴, to develop tailored local responses to the GM LIS based on the specific opportunities and barriers in each locality, and to coordinate GM and district level implementation across different policy areas.

- 3.4. The Implementation Plan sets out lead organisations, who will be responsible for coordinating implementation with a wider set of GM partners as appropriate. There is an assumption that all ten Greater Manchester districts are part of implementing actions where GMCA is a lead or supporting organisation. At a regional level, Greater Manchester will continue to engage with partners in the north and across the country, including other Local Enterprise Partnerships and Mayoral Combined Authorities creating Local Industrial Strategies, to take forward shared priorities.
- 3.5. The 52 actions are not separate, discrete activities. There are interdependencies across all the actions and coordination in the delivery of activities, so that knowledge and resources can be identified and proactively shared, will be critical to unlock the full impact of the GM LIS. For example, there are significant interdependencies between the transport actions and those for digital, health, clean growth, people and place that will need to be identified and coordinated to fully deliver the innovation, productivity and place/people outcomes identified in the strategy. The integrated governance structure set out in section 2 is designed to provide a structure to ensure that GM is identifying any interdependencies and delivering actions in a joined up way that capitalises on them.
- 3.6. Based on discussions with districts, the GM LEP, Government officials, and other partners, the following have been identified as year 1 priorities as they require GM to work quickly with Government and partners to identify new policies and solutions:
 - **Innovation Partnership on Healthy Ageing (action 1 and 2 in Annex 1):** The GM LIS sets out an agreement for Government and GM to create an 'Innovation Partnership' on healthy ageing to develop a robust innovation pipeline to deliver against local and national priorities, building on the capacity that already exists in Health Innovation Manchester. Supporting the potential for global impact from this partnership, is the proposal to establish an International Centre for Action on Healthy Ageing (ICAHA) to accelerate systemic change across health and care for ageing.
 - **Greater Manchester Graphene, Advanced Materials and Manufacturing Alliance (GAMMA, action 5):** Greater Manchester and Government have committed to establishing a new Alliance to drive faster commercialisation of graphene and 2D materials. The Alliance will also be responsible for developing a new manufacturing

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

strategy for the city region to support all manufacturers (including SMEs) to improve productivity and grow.

- **Digital Broadcasting and Skills Fund (action 9):** The GM LIS sets out that GM will consider creating a fund to both grow local, regionally based independent production companies and attract larger scale TV, film and drama content production companies to relocate to the city-region, including enhanced skills support to improve access to opportunities for residents.
- **Digital Data Review (action 14):** The GM LIS says that GM will initiate a review of local public data, to report by the end of 2020, to identify and address barriers to making this data openly available for re-use to stimulate open innovation and productivity improvements (including in public services).
- **International Creative and Digital Showcase (action 15):** Government will work with Greater Manchester and trailblazing digital and creative companies in the city-region to promote a locally funded international event that showcases the best of Greater Manchester’s digital and creative industries. A three-day pilot of this event – “Distractions” – took place in summer 2019 as part of the Manchester International Festival.
- **Establishing the Clean Growth Mission (action 16):** Priorities for 2019/20 will be to fully develop the mission model with University College London and embed this model within Greater Manchester. This will include work to understand the financial and governance capacity required at local level to effectively manage a ‘mission’ at the city-region scale including the local powers, structures and planning capacity required.
- **Post-16 Skills, Education and Work Partnership (action 24):** 2019/20 will see the instigation and completion of the joint-partnership agreed in the GM LIS to review the post-16 education, skills and work system. The Partnership is scheduled to report back to the GMCA, Mayor and Secretaries of State within nine months of the GM LIS launch (i.e. by end of March 2020).
- **A Single Infrastructure Plan and Board (action 28 and 29):** Greater Manchester has agreed a city-region integrated infrastructure strategy, which now needs to be converted into a plan, under the direction of the GM Strategic Infrastructure Board. Government has agreed to join this board, and the recruitment of appropriate Officer(s) from Government should take place in 2019. Greater Manchester has also committed to reviewing its institutions, structures and processes to deliver major infrastructure projects.
- **A programme of action for transport innovation (action 34):** Transport for Greater Manchester and the government’s Future of Mobility team have committed to working together to bring together the right set of stakeholders and private and local investors for transport innovations, exploring new technologies and governance models, and potentially trialling them in Greater Manchester. Greater Manchester has already

submitted a bid to the Future of Mobility Industrial Strategy Challenge Fund call for 'Future Mobility Zones'.

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

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

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

4. Resourcing Implementation

4.1. The GM LIS is designed to inform the strategic use of local funding streams and, where relevant, spending and decisions at the national level. Progress is already being made to align local resources with the GM LIS. For instance, £8m of Local Growth Fund has been allocated to develop a proposal for an investment pot for skills that will support the LIS priority sectors and also, where appropriate, bring this together with loan/equity sector investment funds to drive growth. The GM Investment Strategy was also relaunched on the

19th September to align the projected £70m of business investment funds the GMCA has under management to GM LIS priorities.

- 4.2. Over time, it is expected that a wider set of local and national resources will be aligned to support the delivery of the ambitions set out in the GM LIS including, for example, future investment decisions around the devolved Adult Education Budget and skills, the delivery of the GM Infrastructure Plan, and the implementation of the 5 Year Environment Plan. The GM LIS will also help Greater Manchester decide on its approach to maximising the long-term impact of the UK Shared Prosperity Fund (and other national local growth funding) once its details and priorities are announced. These decisions will be brought to the GMCA in line with existing governance procedures.
- 4.3. Wherever possible, the implementation of the GM LIS is being taken forward by utilising existing capacity and resources within the GMCA, districts, government and partner organisations. However, in order to deliver the implementation plan and the 2019/20 priority actions set out in section 3, there is an additional financial requirement on the GMCA. Whilst options can be scaled as financial considerations require, the current programme would require a £3m contribution (over three years) from the GMCA. This funding will enable GM to progress the delivery of priority actions (including pilot programmes where there are identified gaps in provision), effectively communicate the ambition and impact of the GM LIS, and to ensure that delivery is effectively managed and coordinated with stakeholders (including districts and national government). Any pilot activity that is funded will be subject to the development of full Green Book compliant business cases, assessed against local criteria.
- 4.4. Year 1 activity will focus on establishing the core capacity within GM to drive forward delivery of the GM LIS actions. These streams will dovetail with existing structures and initiatives – including those within the Growth Company, GM business representative organisations, GM’s universities, Health Innovation Manchester, the GMCA and GM LEP, and others – rather than establishing new infrastructure. The key year 1 activities supported by the GMCA contribution will be:
 - **Innovation Partnership on Healthy Ageing:** independent advice, convening, and meeting costs to establish the Innovation Partnership on Healthy Ageing and develop the business case for the International Centre for Action on Healthy Ageing.
 - **Greater Manchester Advanced Materials and Manufacturing Alliance (GAMMA):** independent advice, convening, and meeting costs to establish and operationalise GAMMA.
 - **Post-16 Education, Skills and Work Partnership:** to cover external independent input to facilitate elements of research, challenge and visioning.

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

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

5. Recommendations

5.1. Recommendations appear at the front of this report.

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

Theme 1: Health Innovation

Context and priorities

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

LIS 2040 ambition:

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

Strategic priorities:

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

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

Theme 2: Advanced Materials and Manufacturing

Context and priorities

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

LIS 2040 ambition:

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

Strategic priorities:

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

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

Theme 3: Digital Creative and Media

Context and challenges

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

LIS 2040 ambition:

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

Strategic priorities:

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

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

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

Theme 4: Clean Growth

Context and challenges

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

LIS 2040 ambition:

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

Strategic priorities

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

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

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

Theme 5: People

Context and challenges

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

LIS 2040 ambition:

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

Strategic priorities:

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

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

Theme 6: Infrastructure

Context and challenges

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

LIS 2040 ambition:

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

Strategic priorities

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

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

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

Context and challenges

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

Strategic priorities:

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

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

Theme 8: Business Environment

Context and challenges

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

LIS 2040 ambition

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

Strategic priorities:

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

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

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

Theme 9: Place

Context and challenges

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

Strategic priorities:

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

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

