



Greater Manchester
Local Enterprise Partnership

Building a Greater Manchester, **making a Greater Britain**

GREATER MANCHESTER'S PLANS FOR A
FAIRER, GREENER, **GROWING ECONOMY**



BUSINESS IS IN FLUX

The world has been waking up to a different vision of economic growth.

Investors, business leaders and consumers have been challenging the traditional definitions of 'success' in favour of a newer, smarter system - 'profit + purpose', 'conscious capitalism', 'economic reset'.

Much about the current model simply hasn't worked for many of our people - their wealth and wellbeing - or for our planet. Deep down we probably knew that but it is one of those truths that has been 'laid bare' by Covid.

And businesses are recognising that they have a purpose far beyond growing shareholder value, with the power to impact positively on their community.



Life with Covid has only served to accelerate our collective enthusiasm to reimagine what comes next and to grab our once in a lifetime opportunity to **'build back better'** with both hands.

BUT GREATER MANCHESTER IS READY

This alternative vision is, of course, a familiar one for Greater Manchester, underpinned by our strong evidence base – the recently updated Independent Prosperity Review (IPR).

Public and private
in partnership.

Empowered
citizens and
communities.

Greater than
the sum of
its parts.

Driving
economic and
social change
together.

Fuelled by our
inimitable spirit
and DNA of
reinvention and
innovation.

Today, we stand more committed than ever to championing an inclusive vision for sustainable growth that works for all people and the planet.

But this time we must go further – to create a blueprint for the modern economy – a blueprint driven by business with an understanding that looking after people and the planet is good for productivity and profitability.



CREATING A NEW BLUEPRINT FOR A NEW ERA

Greater Manchester is a vibrant, confident network of interconnected towns and cities. At the heart of the Northern economy with assets vital to driving UK Growth.

We will

build again on our heritage of innovation to drive economic and social advance.

We will

drive an economic recovery that puts people first, embraces the benefits of diversity, rebalances inequalities, creates lasting resilience, supports the move to net zero carbon and rethinks productivity.

We will

be recognised around the world for our global strengths and progressive thinking in advanced materials and manufacturing, health innovation, digital and creative, and clean growth.

HELPING US MOVE FORWARD TO GREATER

Not back to normal, but building confidence to move forward to greater – we will:



- Deliver the UK's most integrated place-based innovation ecosystem to drive economic and social renewal nationally, in the North and locally
- Use Greater Manchester assets to put the UK at the forefront of global innovation in key areas such as health, digital, clean technologies and advanced manufacturing and materials
- Recognising the role played by the VCSE sector in using enterprise to create positive social change
- Drive rapid innovation and use R&D investment to support economic growth across our towns and cities in all parts of Greater Manchester, establishing resilient places where people want to live, work and invest
- Deliver productive, job rich, fair employment – enabling people to 'level up' to their full potential
- Tackle inequalities, embrace diversity and recognise the importance of civil society - creating a society that works for everyone driven by business with an understanding that looking after people and the planet is good for productivity and profitability
- Enable new public and private investment, leveraging our unique history of integrated partnership, leadership, devolution, governance and delivery
- Evolve our relationship with Government – for the benefit of the UK, the North and Greater Manchester

A GREATER MANCHESTER AND NORTH

- A national engine of growth at the heart of the Northern Powerhouse that can drive its economy in the same way that London does for the South East
 - At the heart of a 'levelled up North', growing the economy ensuring benefits are felt by all
 - Building existing and new partnerships, using our assets to collaborate across the North
 - Leveraging Greater Manchester's distinctive cultural voice and ambition to boost our economy
 - Drawing on our international reputation to continue to attract talent and investment from around the world as the UK leaves the EU
- Exploring all opportunities for nurturing new supply chains and 're-shoring'
 - In which people and businesses are given a 'hand up' to achieve their full potential and where we are creating resilient places people want to live, work and invest
 - In which diversity is embraced, everyone counts and inequality is not tolerated
 - In which businesses are focused on people, the environment and the efficacy of their supply chains as much as they are on profit



AND A GREATER BRITAIN

Greater Manchester has many assets essential for driving UK growth. We want to use these to power our economy, the Northern economy, and be at the heart of the UK's global competitiveness, creating the jobs of the future.

Building on our Industrial Strategy we can help to create:

A GREENER UK:

Covid has shown us the importance of protecting and enhancing the environment; building on our bold target of carbon neutrality by 2038, Greater Manchester can drive the UK as a global leader in low carbon innovation

A SMARTER UK:

Covid has rapidly accelerated the use of technology in everything we do; building on our cyber and tech strengths, Greater Manchester can drive the UK's ambition of being a global leader in digital innovation and tackle digital exclusion

A HEALTHIER UK:

Covid has shown the vital link between health and productivity; building on health devolution Greater Manchester can use its assets to be at the forefront of global health innovations and new models of care

AN ADVANCED MANUFACTURING AND MATERIALS UK:

Covid has shown us the importance of innovation in manufacturing and distribution and supply chain resilience; building on our graphene and 2D materials strengths and manufacturing history, Greater Manchester can drive the UK as a global leader in Advanced Manufacturing and Materials innovation

POWERED BY INNOVATION

The IPR has told us R&D and Infrastructure alone are not enough. We also need to focus on improving employment and skills programmes, address health inequalities and Good Employment

So we need a new approach to Innovation if we are to diversify the business base, transform ways of working, build vibrant places, create future resilience, support pathways to work, and tackle social issues

This will need a whole ecosystem approach – tackling historic failure to translate world class research into economic growth in all places. We need to drive real alignment around all public resources and structures, and partnerships with business, to foster creative places and people

Greater Manchester will create that ecosystem by:

- 1** Securing R&D investment in our global assets and translational activity across Greater Manchester to drive national and local growth – we call this Innovation GM
- 2** Supporting a culture of business innovation
- 3** Growing an integrated pipeline for talent, skills and progression at all levels
- 4** Driving Good Employment
- 5** Stimulating investment to create desirable places where people thrive



In more detail

1



**TRANSLATING R&D EXCELLENCE
TO DRIVE NATIONAL AND LOCAL
GROWTH**

TRANSLATING R&D EXCELLENCE TO DRIVE NATIONAL AND LOCAL GROWTH

1

Attracting R&D investment based on Greater Manchester's areas of strength and excellence, and translating this to drive economic growth nationally as well ensuring it supports economic growth in all parts of Greater Manchester is vital. It is an essential part of 'levelling up'. But this has not always happened in the past.

We therefore need a new approach, which we are calling Innovation GM.

This will need:

- A new platform and leadership to join up the innovation activities of local, regional and national bodies under a single umbrella with a wide network of innovation-active businesses
- Securing R&D investment in further developing Greater Manchester's global assets, particularly in relation to health innovation, digital, clean growth and advanced manufacturing and materials
- Drive the clustering of firms and innovation activity by translational research driving commercialisation, trade and economic activity into all parts of Greater Manchester (and beyond via supply chains)
- Ensuring this is supported by 'wrapping around' the investment in people, businesses and places which will be required to achieve the vision of a highly productive, innovative economy in all parts of Greater Manchester, using our assets to drive UK global growth

TRANSLATING R&D EXCELLENCE TO DRIVE NATIONAL AND LOCAL GROWTH – FIRST STEPS

1

As a first step, the LEP will be at the heart of:

- Developing and delivering Innovation GM to capitalise on our national and internationally significant assets to drive growth and translating R&D excellence into productivity gains and economic growth across Greater Manchester and beyond.
- Developing specialist facilities in our areas of strength like Northern Gateway Manufacturing Innovation Park; South Manchester Medicines and Healthcare Manufacturing Innovation Park; Digital Trust and Security Catapult; Energy Innovation Centre
- Establishing Innovation Districts in all Greater Manchester towns and cities to enable the clustering of innovative businesses in all places – such as ID Manchester, Salford Innovation Triangle, Bolton Innovation Zone, Tameside Future of Urban Living technology park
- Driving public-private collaboration and investment behind our Industrial Strategy, for example through the Graphene and Advanced Materials in Manufacturing Alliance, and the Healthy Ageing Innovation Partnership

2

CONCENTRATE DISTRIBUTE POWER



OCEAN

**CREATING A CULTURE OF
BUSINESS INNOVATION**



CREATING A CULTURE OF BUSINESS INNOVATION

2

We know that many companies are having a tough time through Covid. And most companies are having to innovate and change to survive.

We are determined to support companies through this period, protecting businesses and jobs now, to emerge stronger, developing new markets.

But to do this we need to drive the innovation adoption among all companies in Greater Manchester to achieve a productivity uplift at scale with digital activity at its heart.

This will need:

- The recapitalisation of Greater Manchester's Business (including equity investment)
- Start-up investment models that break social barriers and borders – including early stage finance to deliver social impact targeting diverse groups
- Supporting businesses to drive productivity – particularly digital and net zero, informed by the Greater Manchester-based National Productivity Institute
- Leadership and management training to drive innovation
- Creation of Innovation Funds like Low Carbon and Life Science 2

CREATING A CULTURE OF BUSINESS INNOVATION – FIRST STEPS

2

As a first step, the LEP will be at the heart of:

Developing the
Productivity Programme
to help protect companies
and jobs now, and with
recovery and change

Creating a new
generation of Leaders
and Managers in Greater
Manchester – including a
world-leading programme
of female entrepreneurship
and increasing the number
BAME leaders

Developing Greater
Manchester's Innovation
Finance offer to support
businesses



**GROWING AN INTEGRATED
PIPELINE FOR TALENT, SKILLS
& PROGRESSION**

GROWING AN INTEGRATED PIPELINE FOR TALENT, SKILLS & PROGRESSION

3

Attracting, developing and growing our own talent is vital to an innovation ecosystem.

Greater Manchester will put this at the heart of its approach – focusing on supporting residents to have a clear pathway to jobs; and businesses to invest in talent development.

This will need:

An employer-driven, demand-led, labour market system working with providers to articulate and develop the competencies employers need, now and in the future

A technical skills offering (Level 4 and 5 in particular) that supports growing innovate businesses. The Greater Manchester Institute for Advanced Technical Skills will be a key element of this, along with a place based FE specialisation approach that supports technical pathways from Level 3 up

Develop upskilling and reskilling programmes that support companies and individuals who need to work differently or in different sectors as a result of Covid. Training existing staff to help companies pivot to a new world

A clear commitment to current programmes such as Kickstart, apprenticeships, Working Well and the Young Person's Guarantee

All underpinned with quality education, work and skills provision in all parts of Greater Manchester – with personalised support and advice at its heart

GROWING AN INTEGRATED PIPELINE OF SKILLS & TALENT – FIRST STEPS

3

As a first step, the LEP will be at the heart of:

Creating a single Talent City Region system – bringing employer demand for specific occupations together with Greater Manchester Colleges Group, a new Greater Manchester Universities forum and other providers to generate a different approach to skills provision, creating a joined up skills system

Support a targeted plan to: drive BRIDGE GM as the platform for engaging business with labour market responses; tackle digital exclusion; support apprenticeship placements in Greater Manchester; and create a Kickstart Board to support 16,000 jobs for young people by December 2021

Lobbying for an integrated Learning and Work Budget – an integration of initiatives and funding to provide the support people get into, and on in, work



DRIVING GOOD EMPLOYMENT

DRIVING GOOD EMPLOYMENT



To tackle inequalities, embrace diversity and balance profit with people and sustainability, we need to support productive, job rich, fair employment – enabling people and employers to reach their full potential and ‘level up’.

This will need a focus on:

Real Living Wage employment, secure and flexible work and a productive and healthy workplace

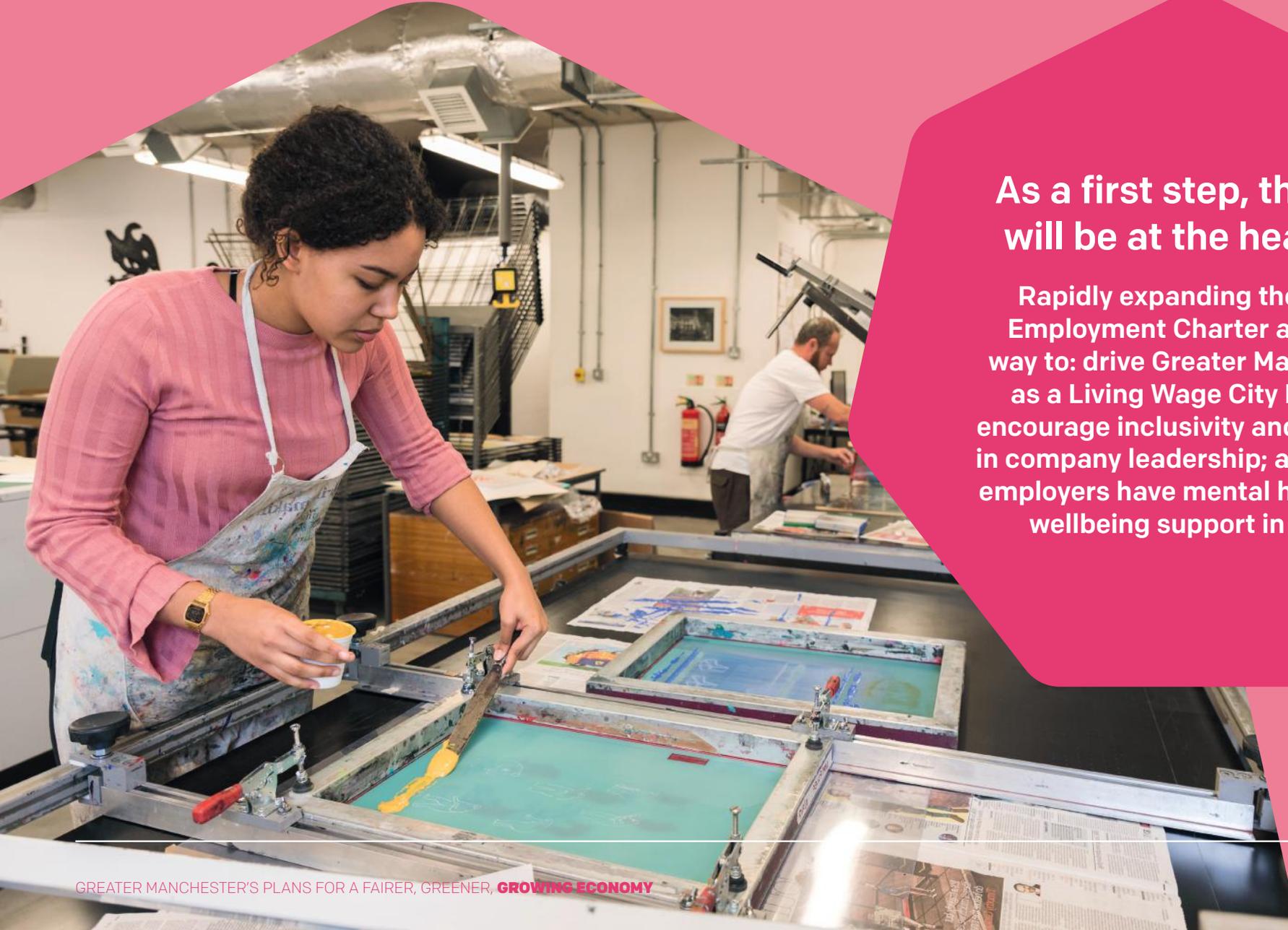
Recognise the importance of the foundational economy to the services which we all rely on and the role of civil society in delivering such services

Mental health support to help employees and employers tackle the issues Covid-19 has raised

Achieve real diversity and inclusivity in company leadership including significantly increasing the number of female and BAME leaders

DRIVING GOOD EMPLOYMENT – FIRST STEPS

4



As a first step, the LEP will be at the heart of:

Rapidly expanding the Good Employment Charter as initial way to: drive Greater Manchester as a Living Wage City Region; encourage inclusivity and diversity in company leadership; and ensure employers have mental health and wellbeing support in place

5

OCEAN



PROFIT+PURPOSE

**STIMULATING INVESTMENT TO
CREATE DESIRABLE PLACES
WHERE PEOPLE THRIVE**

STIMULATING INVESTMENT TO CREATE DESIRABLE PLACES WHERE PEOPLE THRIVE

Creating places where people want to live, work and invest and where people can thrive is vital to success.

This will need a focus on:

- Building the absorptive capacity of places for innovation – creating new live and work spaces and roles for town centres
- Creating vibrant, culturally rich places where people want to live, with the right social infrastructure including boosting housing market activity, construction and market creation. Attracting public and private investment, learning from the Mayoral Development Corporation model
- Delivering the low carbon infrastructure that supports growth: creating a London-style integrated transport system; active travel, EV and mobility hubs a full fibre network
- Local Investment Frameworks – a whole-place approach to considering impacts of investments, connecting spatial and innovation priorities to address market failure holding back commercial development; gaining funding flexibilities needed to support growth as part of Innovation GM

STIMULATING INVESTMENT TO CREATE DESIRABLE PLACES WHERE PEOPLE THRIVE – FIRST STEPS

5

As a first step, the LEP will be at the heart of:

Delivering the Greater Manchester Infrastructure Programme

Supporting Innovation Districts in all parts of Greater Manchester, as part of Innovation GM

Arguing for a place-based settlement and the funding flexibilities within existing funds to build local capacity to support place regeneration

Attracting private and VC investment into Greater Manchester from organisations who share our aims, to support companies and place infrastructure





In summary

THE FIRST STEPS TOWARDS GREATER

The actions we've outlined are our commitment to taking the first critical steps towards achieving our longer term vision.

We'll be taking an agile approach to moving forward, planning our next steps once we've made good progress with the first.

In support of the overall vision we are also committing to balancing economic, equity, social and environmental issues in all our decisions, and supporting others to do the same.

But we know that we cannot achieve our vision alone, and we invite the Greater Manchester business community to join us on the journey to create a network of companies who want to collaborate with the GM LEP to make this change.

And we believe Greater Manchester can be a blueprint for other cities around the world that want to be connected, green, growing and inclusive – and a testbed for innovations at scale across the city-region. We also want to collaborate with other cities globally who share these ambitions.

Together we can build back better, build a Greater Manchester, and in turn a Greater Britain.



Contact GM LEP to learn how you can play a part

 twitter.com/GMLEP

 [linkedin.com/company/greater-manchester-local-enterprise-partnership-limited](https://www.linkedin.com/company/greater-manchester-local-enterprise-partnership-limited)

Thank you to **#Imperative21**, the global campaign to **RESET** capitalism

