

# **Greater Manchester Centres of Excellence**

## **Business Plan**

**2011/12**

## **Contents**

### **1. Introduction**

- Background
- The Challenges
- Review

### **2. Functions**

- The Centres of Excellence
- Governance
- Managing Performance

### **3. Resourcing**

- Funding and Budgets
- Human Resources
- Premises

### **4. Activity**

- Part A: Corporate Function & Strategic Support
- Part B: Delivery against Greater Manchester Strategy

## 1. Introduction

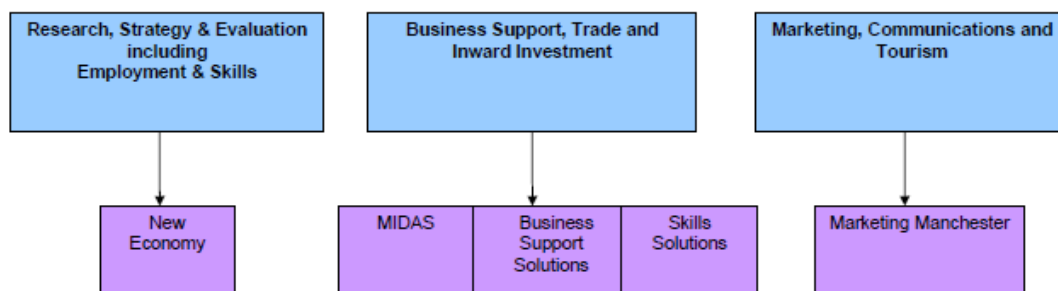
### Background

During 2010/11, AGMA requested a review of the Manchester Family of organisations (MIDAS, Manchester Solutions, Marketing Manchester and The Commission for the New Economy). This was driven by reductions in public funding and changing governance structures including the advent of the Greater Manchester Combined Authority (GMCA) and Local Enterprise Partnership (LEP) and the abolition of the North West Regional Development Agency. The review was concluded and agreed by AGMA in February 2011.

The review focussed on reducing costs, streamlining operations, simplifying governance and maximising value and outputs whilst protecting our most important brands.

Consequently, the family of agencies have been re-aligned into the following Centres of Excellence:

**Figure 1**



The Centres are based on the following principles:

- clear governance and accountability as well as financial transparency to both the Local Enterprise Partnership and Combined Authority
- an agreed and clear focus on the priorities of, and the achievement of the priorities of the Greater Manchester Strategy
- an agreed and clear division of responsibilities between the Centres
- maximising the additional value of the alignment of the Centres
- an efficient and effective approach with clear performance management and stakeholder engagement
- a single business plan bringing together the activity of all centres.

A key element of Greater Manchester's success is built on the strength of the relationship between the public and the private sectors, working together to drive and deliver economic growth. This is reflected in the ownership and Board membership of the various companies coming together to form the Centres of Excellence and is to be built upon in the new governance structures detailed further at section two of this plan.

This business plan therefore sets out the contribution of the Centres of Excellence to Greater Manchester's strategic ambitions as set out in the Greater Manchester Strategy drawn from the Manchester Independent Economic Review (MIER).

The changes placed upon Greater Manchester in the light of the impact of the recession, and the consequent severe and long-term contraction of the public sector has created significant challenge at a time when the recovery in the private sector is patchy and may yet prove to be faltering. Either way it does not look set to lead to significant new job growth in the short term.

The Government is clear its top priority is to remove the national budget deficit of £160bn over the lifetime of this Parliament. In part this will be delivered through tax increases, but primarily by reducing expenditure. More than one in six public sector employees in the North of England work in Greater Manchester – more than 238,000 people. The Office for Budget Responsibility indicate 21,900 public sector jobs will be lost across Greater Manchester over the next five years, this will be accompanied by consequential private sector job losses, estimated as an additional 26,800 jobs lost. However, our own forecasts suggest the potential for additional private sector growth to offset this is high, but not without risk.

As well as budget cuts, the election of the coalition Government in 2010 brought structural changes through the announcement of the abolition of the Regional Development Agencies and the creation of Local Enterprise Partnerships (LEP) and the creation of the Greater Manchester Combined Authority (GMCA). These will provide strategic direction, decision-making and accountability to create the right environment for business and growth.

Through the work of the Manchester Independent Economic Review, Greater Manchester has a sophisticated and robust understanding of what drives our economy, it's potential and what we need to do to achieve sustainable private sector led growth. The priorities to meet the challenges are articulated in the Greater Manchester Strategy which is now the platform for joint collaboration across the wider public sector reform agenda.

## **The Challenges**

The primary role of the Centres of Excellence going forward will be to respond, innovate and mitigate for the economic and structural challenges outlined above. The public sector tools, resources and agencies available to drive economic growth need to change to reflect these pressures whilst ensuring the priorities defined in the Greater Manchester Strategy act as the foundation of all activity the Manchester Family undertake on Manchester's behalf.

The Centres of Excellence will lead, on behalf of AGMA, five of the eleven Greater Manchester Strategic Priorities:

- The Highly Skilled

- Attracting Talent
- Economic Base
- Increasing International Connectivity
- Sense of Place

Whilst playing an important role in supporting a sixth:

- Better Life Chances in Deprived Areas.

Whilst the 11 strategic priorities of the GMS remain relevant in the new economic climate, a review of the strategic objectives supporting these is required in order to reflect the changing role and function of the public sector in driving growth. There is a need to revisit every facet of the economy and put a focus on what delivers jobs & sustained economic growth.

The Centres of Excellence have undertaken a strategic review of current activities to ensure that priorities going forward are focussed on delivering against the five GMS priorities.

## Review

The agencies which form the Centres of Excellence have developed organically over a long period to help meet the strategic aspirations of Greater Manchester. These are unique institutions, each with distinct histories and established brands. The organisations have – individually and collectively – made significant contributions to the local economy. Over the last 12 months these include:

<b>Key achievements / developments in 2010/11</b>
<ul style="list-style-type: none"> <li>• On track to support delivery of 8,000 jobs through the £52 million Greater Manchester Future Jobs Fund Programme.</li> <li>• Successful management of the £7 million Manchester Innovation Investment Fund</li> <li>• Progressing the case for Next Generation Broadband across Greater Manchester</li> <li>• Produced the Local Economic Assessment for Greater Manchester, saving AGMA £0.5 million</li> <li>• Account managing of over 8,500 businesses.</li> <li>• Delivering a range of services to 14,000 businesses and their employees focussed upon business growth;</li> <li>• Delivering £12m per year of fully fee-charged services to business.</li> <li>• Creating &amp; safeguarding of 4539 jobs, including 2525 Foreign Direct Investment jobs.</li> <li>• Securing more than 120 inward investment projects including the first investment banking project in to the city region.</li> <li>• Achieving international media coverage for Manchester with an Advertising Value Equivalent of over £650,000 and a circulation of more than 8 million (figures cover 1 April 2010 – 28 February 2011)</li> </ul>

- Successfully bidding to deliver contract for international trade services to companies across the North West for a further 3 years.
- Continued development of the Manchester Ambassador Programme, which has created confirmed conferences to the value of £10m in Financial Year10/11 already, against an investment of only £8k
- Delivery of the first Soccerex European Forum, which generated £904k economic impact for the city region, and media coverage with an Advertising Value Equivalent of £243k.
- Bid for 70 national and international conferences, of which 23 were converted to a value of £16.6m
- Creating a significant presence at each of the political party conferences as part of the 2010 Conference Partnership, with Manchester representatives speaking at more than 20 different events.

## 2. Functions

### The Centres of Excellence

#### I. Research, Strategy, Evaluation and Performance Management including Employment & Skills

This Centre has a number of different functions:

##### Research, Strategy, Evaluation & Performance Management

- Bring together and lead the research, analysis and strategic functions of all the Centres of Excellence, supporting the LEP in setting the strategic direction to ensure economic growth. These functions are vital to case making in a resource constrained environment.
- Design and implement the Single Assessment Framework (SAF). The SAF is a tool to measure the impact of projects seeking funding, assessing economic impact, local benefit, environmental sustainability and strategic fit to the Greater Manchester Strategy. SAF will provide essential underpinning to RGF/Evergreen ensuring genuine value added to Greater Manchester on a project by project basis.
- Lead on behalf of Greater Manchester the innovation agenda, in particular the legacy of Manchester: Knowledge Capital.
- Support the Local Authorities collaboration agenda through Team Manchester: Economic Development Leads (TMEDL) to deliver efficiencies across economic development functions
- Drive the European policy agenda to ensure maximum benefit for Greater Manchester.
- Develop a number of key projects that will make a significant contribution to the achievement of the Greater Manchester Strategy e.g. Next Generation Broadband Access and supporting the GM Technology Innovation Centre (TIC) bid.
- Support the Chief Operating Officer with the development, implementation and monitoring of the Centres' Performance Management Framework (PMF).
- Evaluate the creation of a single growth hub for planning, housing and economic development utilising the existing staffing available.

##### Skills and Employment

The Centre of Excellence will act as the strategic centre for employment and skills, including the operational activity of the 14-19 Group which remains, chaired by John Merry, accountable to AGMA. The AGMA Executive has agreed to proceed with work that will develop the scope, function and terms of reference for the proposed Skills and Employment Centre - a tripartite arrangement between employers, providers and AGMA. After this work is complete, if further governance proposals are suggested they will be brought back to the Executive for discussion. Early dialogue with skills and employment providers, key AGMA partners and other national and local stakeholders has indicated a possible focus for the strategic centre in:

- Understanding and stimulating demand, in the short and long term to ensure skills and employment interventions deliver what the economy needs to maximise growth.
- Working to coordinate the alignment of skills and employment strategy with delivery activity to drive economic growth, including the 14-19 agenda.
- Building economic resilience for the city to ensure that the city is in a position to benefit quickly from future economic growth through the provision of a strategy and follow up actions to shape and grow our skills offer;
- Anticipating and providing the conditions to create new markets; and
- Influencing supply to meet demand and need

It is anticipated that the functionality of the centre will be refined over the coming weeks with recommendations on the detailed activity, structure and governance of the skills and employment function brought forward at that point.

## **II. Business Growth, Trade & Inward Investment**

This delivery centre brings together the work of MIDAS, Business Support Solutions and Skills Solutions to more closely align inward investment and trade and to work across the whole growth internationalisation agenda to provide the very best advice, assistance and services to enable businesses to trade, to invest and to grow. This will also encompass strategic business account management across Greater Manchester and will build on the private sector led partnerships that are already in place.

Core functions for this hub are:

- Develop a Business Growth Hub to achieve further GVA growth.
- Develop a range of business growth programmes covering the key facets including:
  - Access to finance
  - Business start up
  - Productivity
  - Low carbon
  - International trade
- Increase the level of international business export, import and business travel
- Provide a link to specific support services related to large firms, specifically regarding productivity.
- Focus on the firms with the highest potential to expand internationally
- Increase the level of Foreign Direct Investment (FDI) from all possible destinations with focus on key sectors on high value functions such as science, innovation and R&D
- Maximise the opportunities for expansion of existing investors.
- Capitalise on the impact of Manchester Airport with regard to exporting and inward investment.

- Providing bespoke help and support to the following categories of firms
  - new and inexperienced exporters
  - globally growing companies
  - foreign direct investors
  - large firms
  - science-based start ups

### **III. Marketing, Communications and Tourism Centre of Excellence**

This Centre will lead, on behalf of AGMA, the Combined Authority and the LEP, on the promotion of Greater Manchester nationally and internationally as a leading leisure, learning and business destination, and on the development and promotion of Greater Manchester's tourism offer and visitor brand. The centre will also undertake and lead the marketing and communications activity for all the family of organisations. Not only will this ensure a cost effective approach but also a more targeted, consistent and professional representation of the sub-region and the services provided by the delivery centres as a whole.

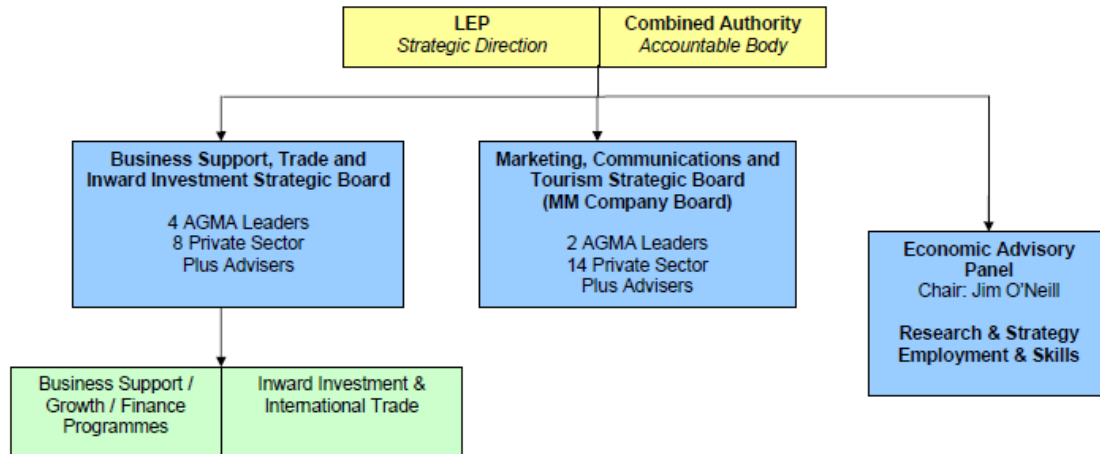
NB – nationally and internationally, Manchester is the attack brand used to promote the Greater Manchester offer, hence in promotional terminology the Centre of Excellence refers to Manchester in reference to the entire city region.

Core functions for this hub are:

- Creating an over-arching marketing and communications strategy for Manchester, prioritising international target markets and outlining opportunities for co-ordinated activity;
- Continued delivery of marketing activity in order to promote Manchester nationally and internationally across all target markets;
- Supporting the development of tourism infrastructure across Greater Manchester.
- Better integration and cross-promotion of Manchester's online presence relevant to identified target markets;
- Measurement of recent shifts in international perceptions of Manchester and input into future benchmarking opportunities;
- Positioning Manchester as a place of innovation and creativity, in order to support inward investment, study, entrepreneurship and tourism;
- Development of the visitor brand of Greater Manchester;
- Establishing Manchester as one of Europe's leading business tourism destinations;
- Development of support for, and links with, key Greater Manchester events
- Evaluate the potential for creation of a tourism hub for a wider area.

### **Governance**

Revised governance arrangements for the Centres have been agreed by AGMA, effective from 1<sup>st</sup> April 2011 (see figure 2 below)

**Figure 2**

The Local Enterprise Partnership will provide important support in terms of strategic direction to the Centres, overseeing the development and delivery of the strategy and will fulfil a performance review and management role.

The newly created Combined Authority (GMCA) will act as the primary accountable body with responsibility for resource prioritisation and allocation.

Two strategic boards will oversee the work of the Centres for Business Growth, Trade and Inward Investment and Marketing, Communications and Tourism. The role of these Boards is to:

- respond to the LEP in order to deliver the Greater Manchester strategic priorities
- agree the programmes and services offer for their Centre
- oversee performance against key indicators
- review service quality and value for money
- oversee significant activity
- review relevant policy matters

The operational boards that sit below the strategic boards will assume full responsibility for operational delivery and performance, both in terms of volume and financial. They may also recommend developments to their strategic board for consideration.

The LEP and Combined Authority will receive independent economic advice from an advisory panel. This will be made up of prominent and leading economists who will assist in taking forward the challenge of the Manchester Independent Economic Review (MIER). This will be supported by the New Economy. New Economy's strategic direction and governance will be provided by the LEP/GMCA.

The Greater Manchester family of agencies have always collaborated, both strategically and operationally, however over time it has been increasingly recognised that there is a need for further integration between them, building on their distinct strengths and mutual interdependencies to ensure more

efficient operations, financial savings and a combined leverage which is greater than the sum of the parts.

Whilst the Centres of Excellence have clear lead organisations, they involve strong collaboration across the Centres through “horizontal” Service Level Agreements (SLA), which will also clarify transparent divisions of responsibility.

Service Level Agreements are pivotal to the delivery structure and performance management of the Centres. Service Level Agreements will be in place between the LEP/Combined Authority (vertical SLAs) and the Centres as well as between the Centres themselves (horizontal SLAs). These Service Level Agreements will reflect the priorities of the Greater Manchester Strategy and will also reflect the agreed business plan of the Centres.

The horizontal Service Level Agreements will be drafted and approved in the first quarter of 2011/12 following agreement between the relevant Chief Executives and their respective Boards.

### **Managing Performance**

For the first time the organisations are operating under a single business plan and performance management framework.

The performance monitoring and management of the Centres and component parts will be undertaken by the respective Chief Executives and their executive staff who will have full responsibility for day to day running of the operations. They will be supported by the Centre of Excellence for Research, Strategy, Evaluation and Performance Management including Employment and Skills.

Across the Centres, there will be a series of Service Level Agreements (SLAs) which specify precisely what level of service is to be delivered to and/or on behalf of each Centre. For example, the provision of marketing and communications services and back office services.

This business plan sets out clearly the delivery plan of the Centres, and forms the basis of the agreement between the Centres and the LEP and Combined Authority.

The Centres will be supported by the function of a Chief Operating Officer who will work with the Chief Executives and from time to time on their behalf to:

- find ways of securing further efficiencies and cost savings
- establishing and embedding Service Level Agreements and performance management processes
- spearheading the management of relationships across the business community and AGMA authorities
- managing wider North West relationships on key activity in the post-NWDA period

This role will be undertaken by the Chief Executive of MIDAS, alongside her duties to the Centre and the MIDAS company.

The Service Level Agreements between the centres will be reviewed quarterly by the Chief Executives.

This business plan will be reviewed annually – with the GMCA and LEP – in quarter four 2011/12 to identify progress towards Greater Manchester Strategy priorities. Performance against Key Performance Indicators (KPIs) will be reported quarterly to the LEP.

The strategic boards will routinely monitor KPI performance, quality of service and value for money.

The operational boards will monitor in detail financial and volume performance data.

### 3. Resourcing

- **Finance and Budgets**

	2011/12 Budget – Income (£)				
	Marketing Manchester	MIDAS	Manchester Solutions *	New Economy	Total Family
Core Income	1,312,603	1,375,150		1,483,000	4,170,753
SLA Income	1,092,140				1,092,140
Commercial Income	1,304,445				1,304,445
Rental Income				71,000	71,000
Other Income	174,809		4,294,000	1,097,450	5,566,259
Work Based Learning 16-18			5,474,671		5,474,671
Work Based Learning 19-24			5,708,848		5,708,848
Foundation Learning			3,700,000		3,700,000
Business Support Services Income			2,119,000		2,119,000
UKTI Funding			2,000,000		2,000,000
NWDA International Trade			750,000		750,000
Enterprise Europe Network (EU)			500,000		500,000
Commercial Accreditation Services			1,417,371		1,417,371
Commercial IIP Accreditation Services			5,056,927		5,056,927
<b>TOTAL</b>	<b>3,883,997</b>	<b>1,375,150</b>	<b>31,020,817</b>	<b>2,651,450</b>	<b>38,931,414</b>
Of which AGMA contributes:	433,960	1,375,150	0	768,872	2,577,982
AGMA % contribution of total income	11%	100%	0%	29%	7%

Please note: these budgets are accurate as at April 2011 and may be subject to change throughout the financial year if bids for contracts and additional funding are successful.

- **Human Resources**

The Centres of Excellence have the following staffing levels from April 2011

Research, Strategy, Evaluation & Performance Management

including Skills & Employment	42.5
Business Growth, Trade & Inward Investment	382
Marketing, Communications & Tourism	57

NB: It should be noted that the total Marketing Manchester staff includes 12 full time positions employed for the provision of visitor information services on behalf of Manchester City Council which are covered by a separate service level agreement.

- **Premises**

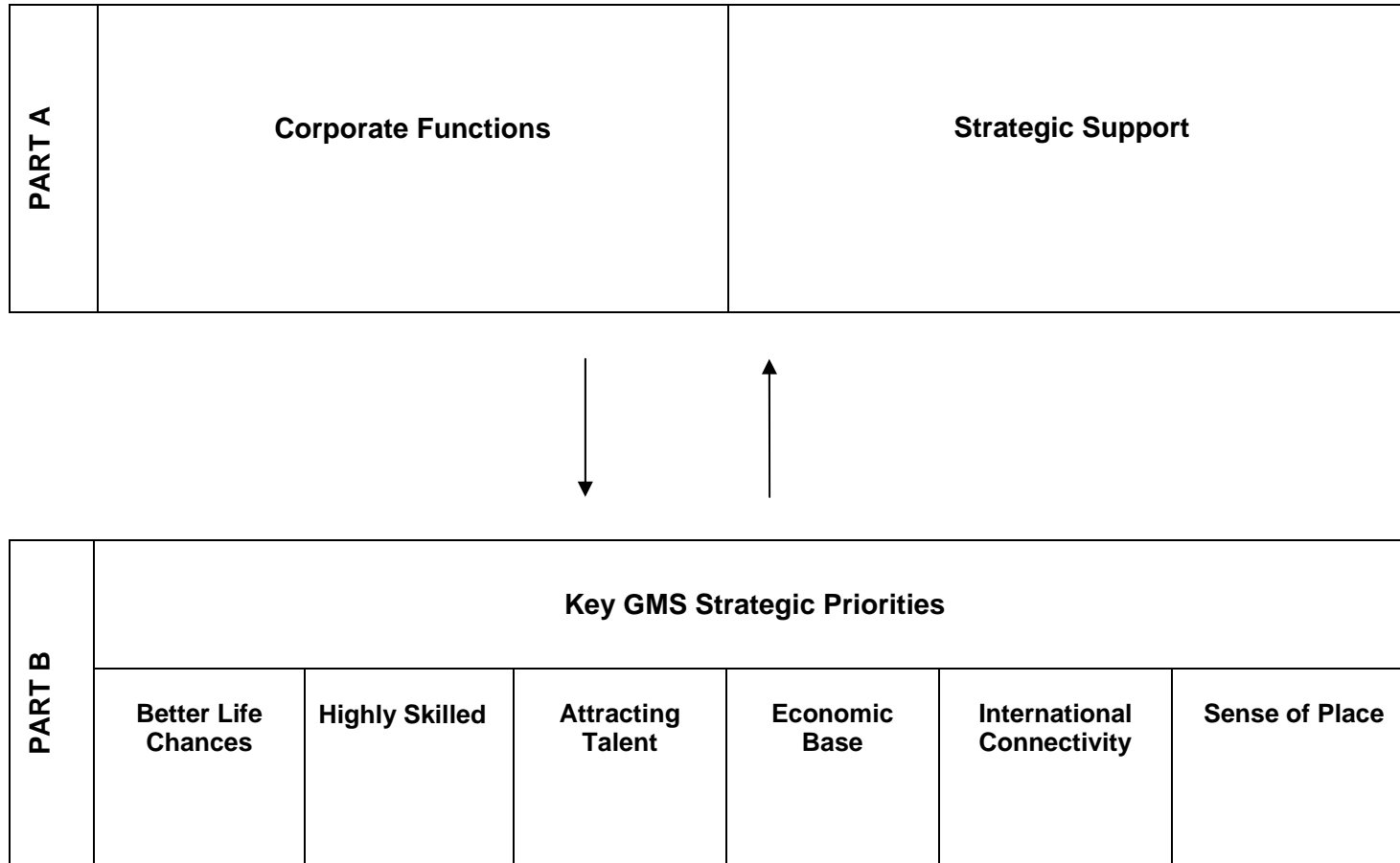
The International Trade & Inward Investment functions of the Business Growth, Trade & Inward Investment Centre of Excellence will operate from Warren Bruce Court. As this is a co-location of Business Support Solutions and MIDAS, this has resulted in the termination of the lease at Voyager.

The Centre for Research, Strategy, Evaluation & Performance Management including Skills & Employment will operate from Churchgate House.

The Centre for Marketing, Communications and Tourism will operate from Carvers Warehouse.

**4. Activity**

Activity is detailed in the following pages as follows:



## PART A – Corporate Functions and Strategic Support to underpin the Centres of Excellence activities:

A1 – Corporate Functions	Activities / functions underway and priorities	Centre of Excellence	Timescales
	<b>A1.1 Develop, Implement and Monitor Service Level Agreements across Centres.</b>	<b>COO &amp; CEOs</b>	Develop SLAs during Apr 2011 Quarterly review between centres with performance reports to LEP
	<b>A1.2 Develop, Implement and Monitor Performance Management Framework (PMF) across Centres.</b>	<b>COO &amp; CEOs</b> supported by Research, Strategy, Evaluation and Performance Management	Develop PMF during Apr 2011 For monitoring, refer to Performance Management Section
	<b>A1.3 Review Business Plan</b>	<b>COO &amp; CEOs</b>	Dec 2011 with recommendations to AGMA by end Jan 2012
	<b>A1.4 Review Organisation Structures</b>	<b>COO &amp; CEOs</b>	Dec 2011 with recommendations to AGMA by end Jan 2012
	<b>A1.5 Oversee transition of Strategic and Operational Boards from shadow to fully operational</b>	<b>COO &amp; CEOs</b>	Apr to July 2011
	<b>A1.6 Review Governance of Centres, where appropriate.</b>	<b>COO &amp; CEOs</b>	Dec 2011 with recommendations to AGMA by end Jan 2012
	<b>A1.7 Undertake review to seek out further efficiencies and savings across the Centres.</b>	<b>COO &amp; CEOs</b>	Jun to Sept 2011
	<b>A1.8 Identify further opportunities for where family organisations can provide additional services on behalf of stakeholders.</b> <ul style="list-style-type: none"> <li>• TMEDL Economic Development collaboration work (see A2.1)</li> <li>• Development of a single growth hub for housing, planning and economic development (see A2.10)</li> <li>• Further development of the business growth hub (see B4.5)</li> <li>• Development of a tourism hub (see B6.11)</li> </ul>	<b>COO &amp; CEOs</b>	As per activity tables below
	<b>A1.9 Investigate the benefits of a shared CRM system.</b>	<b>(MSL to lead)</b>	Jun to Sept 2011
	<b>A1.10 Review representation of family at key meetings relating to AGMA / CA</b>	<b>(COO &amp; CEOs)</b>	Report by May 2011

A2 - Strategic Support	Activities / functions underway and priorities	Centre of Excellence	Timescales	Key Performance Indicators
<b>Strategic Objectives:</b> <ul style="list-style-type: none"> <li>• Provide strategic research, intelligence and analysis in support of GMS activities</li> <li>• Provide strategy development to drive forward GMS requirements</li> <li>• Design and implement appropriate appraisal and evaluation mechanisms to support delivery of GMS objectives.</li> </ul>	<b>A2.1 - Manage and deliver the GM Research Work Programme</b> <ul style="list-style-type: none"> <li>• Develop and deliver strategic pieces of research, intelligence and analysis required for development and delivery of GMS and other economic development activities (including Planning, Housing &amp; Environment).</li> <li>• Deliver research that meets the needs of MIDAS, Marketing Manchester, Manchester Solutions and the Skills and Employment Centre of Excellence.</li> <li>• Work with local authorities via TMEDL to further develop the economic collaboration offer for research.</li> </ul>	<b>Research, Strategy, Evaluation &amp; Performance Management including Skills &amp; Employment</b>	<ul style="list-style-type: none"> <li>• Work programme agreed (by end Apr 2011)</li> <li>• Progress to be monitored against this work programme on a continuous basis</li> </ul>	<ul style="list-style-type: none"> <li>• Research programme agreed.</li> <li>• Research programme delivered on time and to budget.</li> <li>• Research findings presented to key boards and partners.</li> <li>• Press releases regularly picked up in the MEN and other local media.</li> </ul>
	<b>A2.2 - Manage and deliver the GM Europe Work Programme</b> <ul style="list-style-type: none"> <li>• Research, policy and lobbying for the post-2013 settlement</li> <li>• Management of the remaining NWOP (ERDF) programme</li> <li>• Identifying and actively pursuing other European funding opportunities, continuing to build key networks and partnerships across Europe</li> </ul>		<ul style="list-style-type: none"> <li>• Work programme agreed (by end April 2011)</li> <li>• Progress to be monitored on a continuous basis through the Europe Working Group</li> </ul>	<ul style="list-style-type: none"> <li>• Post 2013 lobbying policy position and strategy agreed and in place</li> <li>• Delivery of agreed ERDF Technical Assistance outputs to end June 2011</li> <li>• Revision of ERDF Technical Assistance outputs in light of programme changes post June 2011</li> <li>• European funding bids submitted with positive feedback</li> <li>• Successful partnerships established with at least 4 EU capital or 2<sup>nd</sup> cities.</li> <li>• Engagement with Brussels strategy agreed in September 2011</li> </ul>
	<b>A2.3 - Maintain and develop the Manchester Monitor</b>		<ul style="list-style-type: none"> <li>• Manchester Monitor published (monthly)</li> </ul>	<ul style="list-style-type: none"> <li>• Manchester Monitor published each month</li> <li>• Circulation list of Manchester Monitor increased to 2,000 with an increased proportion from the private sector</li> <li>• Press release regularly picked up in the MEN and other local media</li> </ul>
	<b>A2.4 - Produce an Economic Healthcheck report each quarter for the LEP / CA</b>		<ul style="list-style-type: none"> <li>• Reports produced quarterly (Apr, Jul, Oct 2011 &amp; Jan 2012)</li> </ul>	<ul style="list-style-type: none"> <li>• Reports produced each quarter on time to a high standard</li> </ul>
	<b>A2.5 - Maintain the Greater Manchester Forecasting Model and host the annual conference.</b>		<ul style="list-style-type: none"> <li>• Annual update released and disseminated to partners (Oct 2011)</li> <li>• Conference held (Nov 2011)</li> </ul>	<ul style="list-style-type: none"> <li>• Annual update report released in October 2011 and circulated to partners</li> <li>• High levels of attendance at the conference from senior personnel</li> <li>• Positive feedback from the Conference in terms of its usefulness</li> </ul>
	<b>A2.6 - Work with local authorities and other partners across GM to ensure there is a coherent approach to analysis of the 2011 Census which minimises duplication of effort.</b>		<ul style="list-style-type: none"> <li>• Approach agreed with partners (Nov 2011)</li> <li>• Analysis to commence when first results published (Jul 2012)</li> </ul>	<ul style="list-style-type: none"> <li>• Agreed approach to Census agreed with partners by November 2011</li> <li>• Capacity in place to deliver approach in July 2012</li> </ul>

	<b>A2.7 - Review research arrangements across Greater Manchester and implement recommendations</b>		<ul style="list-style-type: none"> <li>Review to report (Jul 2011)</li> </ul>	<ul style="list-style-type: none"> <li>Review to report to WLT in summer 2011</li> <li>Recommendations to be implemented following review</li> </ul>
	<b>A2.8 - Produce a series of Thinking: New Economy briefings and other products on the latest government, private and academic initiatives</b> <ul style="list-style-type: none"> <li>Produce a series of briefings and other products to keep Greater Manchester's stakeholders informed about the latest developments in economic policy and intelligence from government, private and academic sources.</li> <li>Ensure that the briefings analyse the impacts and / or potential of these developments for Greater Manchester and can be used to support GM's case making with wider audiences.</li> </ul>		<ul style="list-style-type: none"> <li>Publications pipeline to be produced (Apr 2011)</li> <li>Progress to be monitored against pipeline on a continuous basis</li> </ul>	<ul style="list-style-type: none"> <li>Publications pipeline agreed in April 2011</li> <li>Briefings delivered on time and to budget</li> <li>Feedback to be gathered from key stakeholders to assess value partners place on briefings</li> </ul>
	<b>A2.9 - Design and implement the Single Assessment Framework</b>		<ul style="list-style-type: none"> <li>SAF launched in Apr 2011 and used to support RGF2 bid</li> <li>Approach agreed for use of SAF in relation to Evergreen and other funding streams (by Jun 2011)</li> <li>KPMG economic impact model brought in-house and necessary skills and expertise developed within New Economy (by Jun 2011)</li> </ul>	<ul style="list-style-type: none"> <li>All RGF2 projects put forward to Government assessed by SAF</li> <li>Approach agreed and team in place to manage SAF process</li> <li>In-house ability to manage and develop the model</li> </ul>
	<b>A2.10 - Build, retain and develop cost benefit analysis (CBA) for initiatives such as the Community Budget.</b>		<ul style="list-style-type: none"> <li>CBA methodology applied to initial CB pilot propositions (by Apr 2011)</li> <li>Same methodology applied to second round propositions (by Jul 2011)</li> <li>A series of capacity building workshops held with local authorities and partner organisations by (Jul 2011)</li> </ul>	<ul style="list-style-type: none"> <li>Analysis of cost benefit ratios and payback periods available to partners</li> <li>Analysis of cost benefit ratios and payback periods available to partners</li> <li>Workshops delivered with positive feedback</li> </ul>
	<b>A2.11 Evaluate a single growth hub for planning, housing and economic development utilising existing staff.</b>		<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>

## PART B - Delivery against the priorities of the Greater Manchester Strategy (KPIs)

GMS Strategic Priority B1 - Better Life Chances	Activities / functions underway and priorities	Centre of Excellence	Timescales	Key Performance Indicators
<p><b>Strategic Objectives:</b></p> <ul style="list-style-type: none"> <li>Improving economically valuable skills</li> <li>Reducing the incidence of work limiting illness</li> <li>Improving level 2 attainment of young people and their progression to level 4</li> <li>Increasing access to employment for deprived areas</li> <li>Improving employment and income levels of parents</li> <li>Reducing crime rates in deprived areas</li> <li>Improving 'liveability' and the physical environment of deprived areas</li> <li>Integrated multi-agency delivery</li> </ul> <p><b>GMS Indicators:</b></p> <ul style="list-style-type: none"> <li>% of working age population in receipt of out of work benefits</li> <li>Child Poverty (shared with Early Years)</li> <li>% of adult population qualified to at least NVQ2</li> <li>% in deprived areas on specific benefits</li> </ul>	<p><b>B1.1 – Engage with partners and potential Prime Contractors to influence the implementation of the Work Programme to reflect local needs and ensure performance.</b></p>	<p><b>Research, Strategy, Evaluation &amp; Performance Management including Skills &amp; Employment</b></p>	<ul style="list-style-type: none"> <li>DWP contract award (Apr 2011)</li> <li>Work Programme goes live (July / Aug 2011)</li> <li>GM coordination (Aug 2011 onwards)</li> </ul>	<ul style="list-style-type: none"> <li>contribute towards % of working age population in receipt of out of work benefits</li> <li>contribute towards % in deprived areas on specific benefits</li> </ul>
	<p><b>B1.2 – Deliver an agreed programme of activity around health and work (jointly with the Health Commission)</b></p>		<ul style="list-style-type: none"> <li>Bid for Fit for Work pilot extension (Apr 2011)</li> <li>Delivery and further development of GM workplace health plan (Since 2008 and ongoing)</li> </ul>	<ul style="list-style-type: none"> <li>contribute towards % of working age population in receipt of out of work benefits</li> <li>contribute towards % in deprived areas on specific benefits</li> </ul>
	<p><b>B1.3 – Complete delivery of the Future Jobs Fund Programme and implement legacy arrangements.</b></p>		<ul style="list-style-type: none"> <li>Continued delivery of Phase 2 / 3 programme (until Sept 2011)</li> <li>Investigate potential legacy funding (Apr 2011 onwards)</li> <li>Successfully conclude programme (Oct 2011)</li> </ul>	<ul style="list-style-type: none"> <li>contribute towards % of working age population in receipt of out of work benefits</li> </ul>
	<p><b>B1.4 – Complete delivery of the Integrated Neighbourhood Delivery Pilots (Lead: Salford City Council)</b></p>		<p><b>TBC</b></p>	
	<p><b>B1.5 – Lead GM employer engagement work reviewing and enhancing existing Membership and Account Management arrangements</b></p>	<p><b>Business Growth, Trade &amp; Inward Investment</b></p>	<ul style="list-style-type: none"> <li>Review arrangements June 2011</li> </ul>	<ul style="list-style-type: none"> <li>Engaged with 14,000 employers and 8,500 employers account managed</li> </ul>
	<p><b>B1.6 - Launch the GM Chamber jobsite</b></p>		<ul style="list-style-type: none"> <li>Launch August 2011</li> </ul>	
	<p><b>B1.7 - Deliver skills training for young people and adults.</b></p>		<ul style="list-style-type: none"> <li>July 2011 (annually) : total trainee starts</li> </ul>	<ul style="list-style-type: none"> <li>7,814 trainee starts</li> </ul>
	<p><b>B1.8 Contribute to improving level 2 attainment through training programme delivery for young people.</b></p>		<ul style="list-style-type: none"> <li>July 2011 (annually): level 2 achievement rates</li> </ul>	<ul style="list-style-type: none"> <li>To be confirmed (July 2011)</li> </ul>
	<p><b>B1.9 - Develop further progression routes to higher skills for young people, including the delivery of Professional Apprenticeship programmes.</b></p>		<ul style="list-style-type: none"> <li>July 2011 (annually): numbers of young people undertaking professional apprenticeship.</li> </ul>	<ul style="list-style-type: none"> <li>To be confirmed (July 2011)</li> </ul>
	<p><b>B1.10 - Support employers' recruitment of unemployed and economically inactive parents.</b></p>		<ul style="list-style-type: none"> <li>July 2011 (annually): total number of adults placed into work</li> </ul>	<ul style="list-style-type: none"> <li>To be confirmed (July 2011)</li> </ul>

GMS Strategic Priority – B2. The Highly Skilled	Activities / functions underway and priorities	Centre of Excellence	Timescales	Key Performance Indicators
<p><b>Strategic Objectives:</b></p> <ul style="list-style-type: none"> <li>• Increase the number of residents progressing into learning at 'Level 4' and above.</li> <li>• Increase the numbers studying Science, Technology, Engineering, Mathematics (STEM) and key future languages</li> <li>• Increase the level of generic skills among young people and adults (such as effective communication, team-working and customer care).</li> <li>• Increase the proportion of employers engaged in formal workforce development and leadership training.</li> <li>• Improve the quality and relevance of skills provision by strengthening local strategic powers, planning and partnerships which ensure a demand-led system of skills provision</li> <li>• Increase the number of young people staying in learning and achieving Level 2/3 qualifications at 19 years old.</li> </ul> <p><b>GMS Indicators:</b></p> <ul style="list-style-type: none"> <li>• % of working age population with NVQ4+ qualifications</li> <li>• % of all in employment who are Standard Occupational Classification (SOC) 1 – managers and senior officials or SOC 2 – professional occupations</li> <li>• NVQ3 attainment by 19 years of age.</li> </ul>	<p><b>B2.1 – Establish and operate a strategic centre for skills and employment to coordinate the alignment of skills strategy with delivery activity including an annual skills priority statement for 2011/12</b></p>	<p><b>Research, Strategy, Evaluation &amp; Performance Management including Skills &amp; Employment</b></p>	<ul style="list-style-type: none"> <li>• Define role, structure and activities (by May 2011)</li> <li>• Secure funding (Apr 2011 onwards)</li> </ul>	<ul style="list-style-type: none"> <li>• Likely to contribute to % of working age population with NVQ4+ qualifications and also the GMS indicator under 'Better Life Chances' on % of adult population qualified to at least NVQ2</li> </ul>
	<p><b>B2.2 – Engage with local colleges and partners to agree GM skills strategic priorities, with focus on 14-19 agenda.</b></p>		<ul style="list-style-type: none"> <li>• Define role, structure and activities (by May 2011)</li> </ul>	
	<p><b>B2.3 - Development and delivery of additional level 3 and 4 occupational programmes and progression pathways, such as the new level 4 programmes in Engineering with the University of Salford.</b></p>	<p><b>Business Growth, Trade &amp; Inward Investment</b></p>	<ul style="list-style-type: none"> <li>• New programmes available from August 2011</li> </ul>	<ul style="list-style-type: none"> <li>• 10 new programme pathways available at level 3 / level 4.</li> </ul>
	<p><b>B2.4 - Further development of new Apprenticeship programmes and training facilities related to new occupations and skills in the low carbon economy.</b></p>		<ul style="list-style-type: none"> <li>• New programmes available from August 2011</li> </ul>	<ul style="list-style-type: none"> <li>• 3 new programmes available; 10 programmes available in total.</li> </ul>
	<p><b>B2.5 - Set targets for 16-19 participation in our Apprenticeship programmes, including in deprived areas.</b></p>		<ul style="list-style-type: none"> <li>• July 2011 (annually)</li> </ul>	
	<p><b>B2.6 - Further develop the generic skills components of programmes for young people and adults.</b></p>		<ul style="list-style-type: none"> <li>• Complete July 2011</li> </ul>	<ul style="list-style-type: none"> <li>• 50% participation from 25% most deprived areas.</li> </ul>
	<p><b>B2.7 - Increase sales to employers with a specific focus upon increasing the take-up of skills and training services.</b></p>		<ul style="list-style-type: none"> <li>• July 2011</li> </ul>	<ul style="list-style-type: none"> <li>• 640 commitments to IIP &amp; 418 IIP recognitions</li> </ul>

GMS Strategic Priority – B3. Attracting Talent	Activities / functions underway and priorities	Centre of Excellence	Timescales	Key Performance Indicators
<p><b>Strategic Objectives:</b></p> <ul style="list-style-type: none"> <li>• Create an institutional infrastructure focused on attracting the most talented people to the Manchester city region and build an ongoing relationship between them and the city.</li> <li>• Increase the proportion of graduates from Manchester city region's higher education institutions who stay in city region for two years after graduation.</li> <li>• Increase the number of students from the Times Top 30 universities and the Shanghai Jiao Tong top 20 universities who choose the Manchester city region as their career destination.</li> <li>• Increase the number of knowledge workers and decision-makers working in the city region, in particular those in the early (25-34) and mid (35-44) stages of their careers.</li> <li>• Strengthen the involvement of universities in the city's broader social capital.</li> <li>• Increase the number of innovative entrepreneurs living and working in the city region.</li> <li>• Increase the number of high net worth individuals living in the city region.</li> </ul> <p><b>GMS Indicators:</b></p> <ul style="list-style-type: none"> <li>• % of STEM (science, technology, engineering and mathematics) graduates to all students</li> <li>• % of corporate managers to total employment</li> <li>• % of knowledge employment to all employment</li> <li>• % of small businesses showing growth</li> <li>• Number of "gazelles" (small fast-growing companies)</li> <li>• % growth in creative/digital/new media sector</li> </ul>	<p><b>B3.1 - To improve support for innovative entrepreneurs.</b></p> <ul style="list-style-type: none"> <li>• To progress and implement recommendations of Pro-Manchester's report on Innovation and Enterprise (Jan 2011)</li> <li>• To further develop the understanding of the availability of early stage finance.</li> </ul>	<p><b>Research, Strategy, Evaluation &amp; Performance Management including Skills &amp; Employment</b></p> <p><b>Business Growth, Trade &amp; Inward Investment</b></p>	<ul style="list-style-type: none"> <li>• Progress report recommendations (Apr 11 onwards)</li> <li>• Seek prioritisation and funding to take forward recommendations (Apr 11 onwards)</li> </ul>	<ul style="list-style-type: none"> <li>• Likely contribution towards % of small businesses showing growth, number of "gazelles" (small fast-growing companies) and % growth in creative/digital/new media sector</li> </ul>
	<p><b>B3.2 - To influence national and international perceptions of the city region.</b></p> <ul style="list-style-type: none"> <li>• Creating marketing communications that focus on the impact that Manchester has had, and is having, on the rest of the world, showcasing our Nobel prize winners, international artists and award winning novelists, our world renowned entrepreneurs and innovative business practices, our inspirational leaders and our Olympic athletes.</li> <li>• Delivering familiarisation trips for journalists in lifestyle media relevant to the identified target markets.</li> <li>• Development of a global ambassadors scheme</li> </ul>	<p><b>Marketing, Communications &amp; Tourism</b></p>	<ul style="list-style-type: none"> <li>• Seasonal campaign activity will take place throughout FY11/12, with initial collateral focused on B3.2 launched at MIPIM 2011.</li> <li>• Journalist familiarisation trips also take place throughout the year and will be reported quarterly.</li> <li>• Global ambassadors scheme is in development and will be launched by Autumn 2011.</li> </ul>	<ul style="list-style-type: none"> <li>• Improved national and international perceptions of Manchester as a place to work and study;</li> <li>• Positive media coverage of Manchester with xxx AVE and an appropriate demographic reach;</li> <li>• Engagement in and outputs from the global ambassadors programme (still in development with KPIs to be agreed);</li> <li>• Number of international students applying to study at Bolton, Salford and Manchester Universities.</li> </ul>
	<p><b>B3.3 - To attract talent to the city region (specifically senior executive talent, entrepreneurial talent and young creative talent).</b></p> <ul style="list-style-type: none"> <li>• Identify the barriers that currently impact on the potential for Manchester to attract senior level executive talent;</li> <li>• Working with to develop a live-work portal to draw the relevant information together that people considering moving to the city region require;</li> <li>• Developing case studies around people who have relocated and around Mancunians with a lifestyle that is aspirational for identified market segments.</li> </ul>		<ul style="list-style-type: none"> <li>• Research to identify barriers underway with report expected April 2011.</li> <li>• Development of live/work portal underway to be launched by June 2011.</li> <li>• Case studies in development, beginning with 'People on the Corridor' to launch April 2011.</li> </ul>	
	<p><b>B3.4 - Provision of a broad range of employment opportunities by securing investment and growth projects across a range of sectors and salary bands.</b></p> <ul style="list-style-type: none"> <li>• Focus on priority sectors that will attract and retain talent and skills. Sectors include: Life Sciences &amp; BioMedical; Financial &amp; Professional Services; ICT; Creative &amp; Digital; Advanced Engineering; Energy &amp; Environmental Technologies.</li> </ul>	<p><b>Business Growth, Trade &amp; Inward Investment</b></p>	<ul style="list-style-type: none"> <li>• Development and commence implementation of sector plans - May 2011</li> <li>• Updating of sector collateral to include talent attraction indicators: June 2011</li> </ul>	<ul style="list-style-type: none"> <li>• 25% of projects to be R&amp;D based with salaries over £30k</li> </ul>

GMS Strategic Priority – B4. The Economic Base	Activities / functions underway and priorities	Centre of Excellence	Timescales	Key Performance Indicators
<p><b>Strategic Objectives:</b></p> <ul style="list-style-type: none"> <li>Brand the Manchester city region as a world-leading knowledge centre built on its reputation in science and innovation by:</li> <li>leveraging the value of its history and current assets in these fields,</li> <li>Increasing the level of research funding invested in the city region by the private sector and UK government</li> <li>Bringing about a business cultural shift which better recognises the value of innovation and embeds this in normal business operations</li> <li>Attracting major international leading edge science programme and institutions <ul style="list-style-type: none"> <li>Develop a clear and funded programme for the Manchester city region to pioneer provision of, and applications for, the next level of Next Generation Broadband (NGB);</li> <li>Create a one-stop shop of all relevant local authority and other agency departments for NGB to be rolled out to the first wave of homes in the city region as quickly and efficiently as possible.</li> </ul> </li> <li>Support businesses and highly talented individuals in the commercial exploitation of intellectual property and applications through high profile financial incentives and by providing opportunities for international recognition.</li> <li>Lower the costs of doing business in the city region by focusing on interventions that improve the efficiency quality and innovation of supply chains and apply sectoral approaches where there are demonstrable benefits.</li> <li>Build broader leadership and local capacity for innovation throughout the city region by encouraging the genuine exchange and cross-pollination of ideas and actions across a diverse mix of public, private and third sector players.</li> </ul> <p><b>GMS Indicators:</b></p> <ul style="list-style-type: none"> <li>VAT registrations per 10,000 residents</li> <li>Total employment land demand (sqm)</li> <li>Jobs per working age resident</li> <li>GVA per capita</li> <li>Best Cities to locate business today</li> <li>Number of businesses per worker</li> </ul>	<p><b>B4.1 - Promotion of Manchester as a business destination by raising the profile including sector/company specific business opportunities.</b></p> <ul style="list-style-type: none"> <li>Development of a marketing strategy focused on changing the perceptions of Manchester as a business destination, highlighting its reputation in science and innovation to relevant target audiences;</li> <li>Building on the existing ambassador programme utilised by the Tourism Delivery Centre in support of this activity, and establishing a global ambassadors programme with an appropriate sector focus;</li> <li>Creating marketing communications that showcase Manchester as a world-leading knowledge centre.</li> <li>PR activity to raise the profile of new investments in to Greater Manchester.</li> <li>Utilise local sector intelligence to inform the production of relevant sector-oriented propositions to enhance the attractiveness of GM to prospective foreign and UK owned investors, identifying current benefits, expertise, clusters and opportunities.</li> <li>Targeting top global brands in knowledge based industries.</li> </ul>	<p><b>Marketing, Communications &amp; Tourism</b></p> <p><b>Business Growth, Trade &amp; Inward Investment</b></p>	<ul style="list-style-type: none"> <li>Marketing strategy to be in place by end of April 2011.</li> <li>Global Ambassadors scheme is in development and will be launched by Autumn 2011.</li> <li>Seasonal marketing and PR campaign activity will take place throughout FY11/12, including the development of sector-orientated propositions (updated throughout the year).</li> <li>Annual showcase of Manchester at international events such as MIPIIM to be delivered during FY11/12.</li> </ul>	<ul style="list-style-type: none"> <li>Improved national and international perceptions of Manchester as a place to do business;</li> <li>Manchester's position within key business location surveys (e.g. Cushman and Wakefield, KPMG etc.);</li> <li>Positive media coverage of Manchester with xxx AVE and an appropriate demographic reach;</li> <li>Number of partners signed up to the Manchester at MIPIIM partnership;</li> </ul>
	<p><b>B4.2 Promotion of Manchester as a conference and events destination to drive economic impact to the city region and highlight strengths, particularly within the fields of science and innovation.</b></p> <ul style="list-style-type: none"> <li>Focus on attracting national and international conferences and events in the areas of science and innovation.</li> <li>Developing an events strategy in order to maximise economic impact and raise profile</li> </ul>	<p><b>Marketing, Communications &amp; Tourism</b></p>	<ul style="list-style-type: none"> <li>Business tourism strategy for FY11/12 in place by April 2011.</li> <li>Work to develop a broader events strategy underway in Q1 with initial proposals developed by Q2.</li> </ul>	<ul style="list-style-type: none"> <li>Volume and value of association conferences and events attracted to the city region that highlight Manchester's strengths within science and innovation;</li> <li>Manchester's position within ICCA rankings;</li> <li>Hotel Occupancy Rates</li> </ul>
	<p><b>B4.3 - Secure FDI Projects and UK Investments that add real value to the economy.</b></p> <ul style="list-style-type: none"> <li>Focus on key sectors and high value functions such as science, R&amp;D and innovation.</li> <li>Focus on securing jobs which increase average salary levels.</li> </ul>	<p><b>Business Growth, Trade &amp; Inward Investment</b></p>	<ul style="list-style-type: none"> <li>Measure and report quarterly;</li> <li>Ensure a pipeline of at least double the required outputs;</li> <li>Development of key account lists for high growth/knowledge intensive companies: May 2011;</li> <li>Number of companies within GM with high value functions; salary indicators benchmarked against key locations to improve positioning and secure more projects</li> </ul>	<ul style="list-style-type: none"> <li>3000 new jobs, 1000 safeguarded, 40 FDI projects and 40 UK projects</li> </ul>
	<p><b>B4.4 - Enhance R&amp;D within the existing business base.</b></p> <ul style="list-style-type: none"> <li>Identify opportunities through account management programmes and connect with relevant departments within local universities.</li> </ul>		<ul style="list-style-type: none"> <li>Development of key account lists for high growth/knowledge intensive companies: May 2011;</li> <li>measure and report on numbers/project outputs quarterly; development of University engagement plans May 2011;</li> </ul>	<ul style="list-style-type: none"> <li>300 companies account managed (50% UK and 50 FOC);</li> </ul>

			<ul style="list-style-type: none"> <li>Improved understanding of Manchester's strengths as an R&amp;D hub focused on innovation and progression</li> </ul>	
	<p><b>B4.5 - Business Growth Hub</b></p> <ul style="list-style-type: none"> <li>Account manage 8,500 employers and deliver services to 14,000 each year.</li> <li>Develop further and roll out supply chain and procurement services including cross-customer trading and procurement frameworks.</li> <li>Work across the 'Centres' to target business advisory support to achieve further GVA growth.</li> <li>Support greater business formation through the business growth hub and a broader range of business finance services.</li> <li>Roll-out further managed workspace investment across Greater Manchester as resources allow and opportunities arise.</li> <li>Ensure growth hub services support innovation and talent networks.</li> <li>Supporting high-growth firms with innovative new programmes.</li> <li>Developing new and expanding existing management and leadership programmes.</li> <li>Develop new business finance products to support larger-scale investment needs and work with partners to increase the capital available for investment.</li> <li>Through Regional Cluster Organisations and sector networks, better connect companies to potential supply chains and connect likeminded companies to generate ideas.</li> </ul>		<ul style="list-style-type: none"> <li>July 2011 (employers engaged &amp; account managed)</li> <li>Supply chain services and procurement frameworks in place June 2011</li> <li>Second managed workspace project complete Mar 2013</li> <li>High-growth firms supported by July 2012</li> <li>New management and leadership programmes in place August 2011</li> <li>Expanded business finance services launched August 2011</li> <li>Revised access to finance service in place August 2011</li> </ul>	<ul style="list-style-type: none"> <li>Engaged with 14,000 employers</li> <li>8,500 employers account managed</li> <li>Increase business formation from x to y</li> <li>Additional managed workspace sq metres</li> <li>300 high-growth firms supported</li> <li>Managers undertaking programmes</li> <li>GM businesses accessing CDFI/JEREMIE finance</li> <li>GM businesses supported to access finance</li> <li>Businesses supported with supply-chain services</li> </ul>
	<p><b>B4.6 – Developing the innovation ecosystem and intermediaries – building on GM's success and sustaining its brand and legacy</b></p> <ul style="list-style-type: none"> <li>From the conclusion of the Manchester Innovation Investment Fund (MIIF) and recommendations of the Northern Way Developmental Panel enhance GM's innovation agenda with new projects and metrics which meet its wider priorities.</li> </ul>	<p><b>Research, Strategy, Evaluation &amp; Performance Management including Skills &amp; Employment)</b></p>	<ul style="list-style-type: none"> <li>Conclude MIIF, secure its legacy and use lessons learnt (until July 2011)</li> <li>Conclude developmental panel, present narrative &amp; recommendations, disseminate to GM partners (June 2011)</li> <li>Refresh Innovation Foresight report and encourage wider GM engagement (July / Aug 2011)</li> </ul>	<ul style="list-style-type: none"> <li>Metrics to be developed which may include GM Innovation index (based on NESTA / OECD models) &amp; soft returns on investment.</li> </ul>
	<p><b>B4.7 - Co-ordinate the implementation of Next Generation Broadband to connect key employment sites and town centres with high speed digital infrastructure.</b></p>		<ul style="list-style-type: none"> <li>Market evaluation work completed (Apr 2011)</li> <li>Funding support confirmed (May 2011)</li> <li>Open procurement undertaken (by Dec 2011)</li> </ul>	<ul style="list-style-type: none"> <li>Contribute towards GVA per capita, Best Cities to locate business today and number of businesses per worker</li> </ul>
	<p><b>B4.8 - Progress provision of Employment Sites - inextricably linked with the development of the GM Spatial Framework (jointly with Planning &amp; Housing Commission)</b></p>		<ul style="list-style-type: none"> <li>AGMA agreement to employment sites and town centres approach in response to BLC led studies (May 2011)</li> <li>Assessment of employment sites agreed by AGMA with potential to strengthen GM international/national offer for commercial and distribution (by Jul 2011 - working with P&amp;H)</li> <li>Embody assessment outcome</li> </ul>	<ul style="list-style-type: none"> <li>Contribute towards total employment land demand (sqm)</li> </ul>

			within GMSF (by Dec 2011)	
	<b>B4.9 - Implement Franchising Works programme to increase the business base of Manchester and help tackle unemployment through the expansion of the number of active franchises.</b>		<ul style="list-style-type: none"> <li>• Manage the delivery of the Franchising Works pilot (Dec 2010 – May 2012)</li> <li>• Secure funding to license fund (ongoing)</li> <li>• Develop scalable model (Sept 2011)</li> </ul>	<ul style="list-style-type: none"> <li>• Contribute towards GVA per capita.</li> </ul>
	<b>B4.10 - Support development of GM Technology Innovation Centre</b>		<ul style="list-style-type: none"> <li>• Provide support in defining a potential TIC application (Apr 2011)</li> <li>• Provide support in production of draft TIC application (Aug 2011)</li> <li>• Provide support for production of final TIC application (Oct 2011)</li> </ul>	<ul style="list-style-type: none"> <li>• Likely to contribute towards VAT registrations per 10,000 residents, jobs per working age resident, GVA per capita and Best Cities to locate business today</li> </ul>

GMS Strategic Priority – B5. International Connectivity	Activities / functions underway and priorities	Centre of Excellence	Timescales	Key Performance Indicators
<p><b>Strategic Objectives:</b></p> <ul style="list-style-type: none"> <li>• Increase the level of international business, exports and the rate of international business travel of the city region's firms</li> <li>• Provide a single point of access to business support services in the Manchester city region aimed at improving productivity aimed at large firms as well as SMEs.</li> <li>• Target firms in the city region with the highest potential to expand internationally.</li> <li>• Increase the catalytic impact of Manchester Airport with regard to exporting companies and inward investors.</li> <li>• Increase the level of foreign direct investment (FDI), from all possible destinations, into the city region.</li> </ul> <p><b>GMS Indicators:</b></p> <ul style="list-style-type: none"> <li>• % of companies exporting</li> <li>• Number of foreign direct investment (FDI) projects in GM</li> <li>• Classification of World Cities</li> </ul>	<p><b>B5.1 Support businesses to broaden their international connectivity through the delivery of UKTI and related internationalisation services.</b></p> <ul style="list-style-type: none"> <li>• Delivery of the UKTI service across the North West supporting new and existing exporters</li> <li>• Providing bespoke help and support to the following categories of firms</li> <li>• new and inexperienced exporters</li> <li>• globally growing companies</li> <li>• foreign direct investors</li> <li>• large firms</li> <li>• science-based start ups</li> </ul>	<p><b>Business Growth, Trade &amp; Inward Investment</b></p>	<ul style="list-style-type: none"> <li>• Review and improve the aftercare service for FDI - May 2011</li> <li>• Businesses supported July 2011</li> </ul>	<ul style="list-style-type: none"> <li>• Number of projects; jobs created and safeguarded; business assists within project handling/aftercare; number of referrals to MF organisations</li> <li>• 900 GM companies supported with international trade</li> <li>• 100 globally growing GM companies supported</li> <li>• 85 new / inexperienced GM exporters supported</li> </ul>
	<p><b>B5.2 Provide strategic direction on key markets in which to undertake activity to support the internationalisation agenda</b></p> <ul style="list-style-type: none"> <li>• Co-ordinate a market visits programme</li> <li>• Support National UKTI agenda and influence nationally led activity with representation on trade missions to raise the profile of opportunities in GM.</li> </ul>		<ul style="list-style-type: none"> <li>• Development of an International market visits programme (outbound and inbound)- June 2011;</li> <li>• Attendance at xx UKTI sector/Senior Management meetings to influence agenda and position of Manchester - quarterly;</li> <li>• Develop and publish market reports to support market growth opportunities - quarterly</li> </ul>	<ul style="list-style-type: none"> <li>• Number of leads generated from visits; number of in-visits or attendees</li> </ul>
	<p><b>B5.3 Promote Manchester as a Business Destination to increase FDI.</b></p> <ul style="list-style-type: none"> <li>• Focussing on activity in key growth sectors whilst continuing to develop unique value sector propositions.</li> <li>• Identifying and developing sector based and generic networking and lead generation opportunities and campaigns.</li> <li>• Expanding network of Consulates, Chambers of Commerce, Large Companies and British Business Organisations to expand contact network.</li> </ul>	<p><b>Marketing, Communications &amp; Tourism</b></p> <p><b>Business Growth, Trade &amp; Inward Investment</b></p>	<ul style="list-style-type: none"> <li>• Development of inward investment international strategy with action plan - May 2011;</li> <li>• Implementation of multiplier strategy - May 2011;</li> <li>• Creation of database and CRM strategy for effective engagement - May 2011;</li> <li>• Seasonal campaign activity will take place throughout FY11/12 to promote Manchester as a business destination.</li> <li>• Expansion of contacts will be linked into the work to develop the global ambassadors scheme, which is due to be launched by Autumn 2011.</li> </ul>	<ul style="list-style-type: none"> <li>• Number of leads; cost of lead ratio; conversion rates; number of new contacts added to database</li> <li>• Improved perceptions of Manchester within primary international target markets (including UAE, US, India, China, Malaysia, Brazil and Europe);</li> </ul>
	<p><b>B5.4 Competing for mobile inward investment</b></p> <ul style="list-style-type: none"> <li>• Focus on market leading global brands and innovative companies wherever and whenever the opportunity exists.</li> <li>• Continued delivery and expansion of 'Hello Manchester' soft landing scheme.</li> </ul>	<p><b>Business Growth, Trade &amp; Inward Investment</b></p>	<ul style="list-style-type: none"> <li>• Development of target lists for targeted lead generation - May 2011;</li> <li>• Expansion of Hello Manchester - June 2011;</li> </ul>	<ul style="list-style-type: none"> <li>• Funding achieved; stakeholder satisfaction survey; number of companies secured in Manchester through Hello scheme; open rates for E-comm's etc</li> </ul>

	<ul style="list-style-type: none"> <li>Leveraging support for investment projects across external partners and centres of excellence.</li> <li>RGF bid from Manchester Inward Investment fund to secure additional FDI projects going forward.</li> </ul>		<ul style="list-style-type: none"> <li>ERDF bid outcomes - June 2011;</li> <li>RGF bid outcomes - xx 2011;</li> <li>Stakeholder engagement through project support summit to agree support available and processes - July 2011</li> </ul>	
	<p><b>B5.5 Maximising opportunities for expansion of existing investors.</b></p> <ul style="list-style-type: none"> <li>Continuing emphasis on retaining existing foreign owned investments by improved aftercare, investor development programmes and networking activities.</li> </ul>		<ul style="list-style-type: none"> <li>Development of FOC strategy and communications plan - May 2011;</li> <li>Launch of Ambassadors programme - Autumn 2011;</li> <li>Launch of pan sector networking programme - June 2011</li> </ul>	<ul style="list-style-type: none"> <li>Number of active ambassadors; number of referrals from ambassadors to MIDAS and MF organisations; number of companies intensive account managed; number of project leads developed from programme</li> </ul>
	<p><b>B5.6 Management and delivery of the Air Services Development Fund</b></p> <ul style="list-style-type: none"> <li>Supporting Manchester Airport in route development and retention in primary target markets. To date, the target markets have been India, the US and the Far East (Malaysia and Singapore) with the potential to expand to China and Brazil.</li> </ul>	<p><b>Marketing, Communications &amp; Tourism</b></p>	<ul style="list-style-type: none"> <li>Complete by April 2012</li> </ul>	<ul style="list-style-type: none"> <li>Increased number of international visitors;</li> <li>Route development and retention within key target markets;</li> <li>Increased passenger numbers.</li> </ul>

GMS Strategic Priority – B6 – Sense of Place	Activities / functions underway and priorities	Centre of Excellence	Timescales	Key Performance Indicators
<p><b>Strategic Objectives:</b></p> <ul style="list-style-type: none"> <li>Deliver a stronger city region 'experience' and a better quality of life</li> <li>Continue the development and improvement of the regional centre</li> <li>Increase civic identity, social capital and wellbeing</li> <li>Develop an integrated brand communications campaign for the city region</li> </ul> <p><b>GMS Indicators:</b></p> <ul style="list-style-type: none"> <li>Under development.</li> </ul> <p><b>Suggested Indicators:</b></p> <ul style="list-style-type: none"> <li>National and international perceptions of Manchester</li> <li>Levels of participation in major events</li> <li>Hotel occupancy rates</li> </ul>	<p><b>B6.1 Development of an overarching marketing strategy that presents Manchester as a place of innovation and creativity, in order to support inward investment, study, entrepreneurship and tourism</b></p>	<p><b>Marketing, Communications &amp; Tourism</b></p>	<ul style="list-style-type: none"> <li>Strategy in place by April 2011</li> </ul>	<ul style="list-style-type: none"> <li>Improved national and international perceptions of Manchester, including an increased understanding of our heritage, our countryside and our cultural offer;</li> <li>Positive media coverage of Manchester with xxx AVE and an appropriate demographic reach;</li> <li>Increased number of both national and international visitors;</li> <li>Satisfaction levels of both residents and visitors;</li> <li>Improvements in the tourism offer through delivery of projects such as tourism connect;</li> <li>An across the board improvement in the development and management of our public realm;</li> <li>Number and quality of the major sporting and cultural events brought to the city region;</li> <li>Quality of visitor information provision, through both visitor information centres and online at visitmanchester.com;</li> <li>Hotel occupancy rates.</li> </ul>
	<p><b>B6.2 Increased focus on our heritage and the way that our histories are brought to life, linking closely to the Modern Histories project</b></p>		<ul style="list-style-type: none"> <li>Maximise outputs from Modern Histories project, completed by April 2012 with final reports due in Summer 2012.</li> </ul>	
	<p><b>B6.3 Development of a design board that is utilised to influence the quality of urban design as part of the single assessment framework</b></p>		<ul style="list-style-type: none"> <li>Design board in place by Q2.</li> </ul>	
	<p><b>B6.4 Better integration and cross-promotion of Manchester's cultural offer</b></p> <ul style="list-style-type: none"> <li>Focus on legacy from Creative Tourist project</li> <li>Support development of integrated summer campaign focused on culture</li> </ul>		<ul style="list-style-type: none"> <li>Legacy proposals for creative tourist to be agreed by Q3.</li> <li>Summer campaign proposals in place by end April 2011.</li> </ul>	
	<p><b>B6.5 Development of a major events strategy to improve the diversity and frequency of the sporting events brought to the city region (both participatory and elite)</b></p>		<ul style="list-style-type: none"> <li>Initial proposals for an overarching events strategy in place by Q2.</li> </ul>	
	<p><b>B6.6 Focus on the strength and originality of our independents sector in our town and city centres</b></p> <ul style="list-style-type: none"> <li>Link to Business Improvement District plans, including potential to consider flexible rates;</li> <li>Focus on promotion of the diverse offer of our town and city centres in order to shift demographics of the night-time economy</li> </ul>	<p><b>Business Growth, Trade &amp; Inward Investment</b></p>	<ul style="list-style-type: none"> <li>Seasonal campaign activity will take place throughout FY11/12 to promote the diverse offering of town and city centres.</li> </ul>	
	<p><b>B6.7 Increased ease of movement across Greater Manchester to improve dispersal of visitors and residents, including development of a transport Smart Card and a focus on cycling</b></p>	<p><b>Marketing, Communications &amp; Tourism with TfGM and the Health Commission</b></p>	<ul style="list-style-type: none"> <li>Bid developed for the sustainable transport fund by Q2.</li> <li>Smart card scheme progressed with launch plans in place by Autumn 2001 (TBC)</li> </ul>	
	<p><b>B6.8 Improved facilities for both visitors and residents</b></p>	<p><b>Marketing, Communications &amp; Tourism</b></p>	<ul style="list-style-type: none"> <li>Launch of new tourism strategy in April 2011, including strategic priorities for tourism development.</li> <li>Successful completion of the tourism connect project by April 2012.</li> <li>Visitor and residents surveys planned and implemented by December 2011.</li> </ul>	
	<p><b>B6.9 To improve the welcome given on arrival to visitors, students, new residents and new businesses</b></p>		<ul style="list-style-type: none"> <li>Welcome project team refreshed and established by May 2011.</li> <li>Approval for 2012 'Look'</li> </ul>	

			programme in place by summer 2011, with legacy proposals in place.	
	<b>B6.10 Increased levels of engagement with both events/activities and facilities/natural environment.</b>		<ul style="list-style-type: none"> <li>Promotional strategy, including focus on increasing visitor numbers and their attendance at events and use of the natural environment in place by May 2011.</li> </ul>	
	<b>B6.11 Review and explore opportunities for the creation of a tourism hub for a wider area</b>		<ul style="list-style-type: none"> <li>Produce pathfinder document for Visit England (Dec 2011)</li> </ul>	

The family will also make contributions towards GMS Strategic Objectives led by other private sector-led Commissions including Transport (TfGM), A Low Carbon Economy (Environment Commission) and the Housing Market (Planning & Housing Commission)