

**Manchester City Council
Report for Resolution**

Report to: Economy Scrutiny Committee – 8 November 2017
Subject: The Growth Company's business support activity in Manchester
Report of: Mark Hughes, Chief Executive, Manchester Growth Company

Summary

To provide an update on:

- (a) The range of services delivered by The Growth Company to support business start-up and growth in Manchester, and to attract inward investment into Manchester.
- (b) To report on the performance of Growth Company business support services for 2016/17 and the first quarter of 2017/18.

Recommendations

That the report be noted.

Wards Affected:

All

Contact Officers:

Name: Mark Hughes
Position: Group Chief Executive
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Background documents (available for public inspection):

The following documents disclose important facts on which the report is based and have been relied upon in preparing the report. Copies of the background documents are available up to 4 years after the date of the meeting. If you would like a copy please contact one of the contact officers above.

There are none

1. BACKGROUND

1.1 This paper provides an update on the development and the delivery of The Growth Company's (GC's) business support and business finance services in Manchester. These consist of:

- GM's Business Growth Hub (BGH), which supports small and medium size enterprises (SMEs) to start up and grow
- MIDAS, GM's inward investment agency
- The International Trade team, who deliver export advice to SMEs across the North West on behalf of the Department of International Trade
- Business Finance Solutions (BFS), which is a Community Development Financial Institution (CDFI) offering a range of alternative finance products from £500 to £2m, which is FCA regulated.

The Growth Company has an Organisational Development arm that supports businesses on a commercial basis. Its work includes supporting companies to achieve the Investors in People (IiP) mark, and to improve workplace wellbeing. GC's skills delivery arm is one of the largest Apprenticeship providers in the NW and supports both young people and adults into work. In addition to the above GC's Employment arm supports unemployed people into work and provides recruitment solutions for local businesses.

1.2 The paper outlines activity and performance for the 2016/17 financial year and the first quarter of 2017/18, alongside identifying priorities for the period 2018 - 21.

2. CORE OFFER

2.1 The Growth Company gave an overview of the Growth Hub in 2015. Since then GC has been able to expand its services to businesses, particularly those for SMEs.

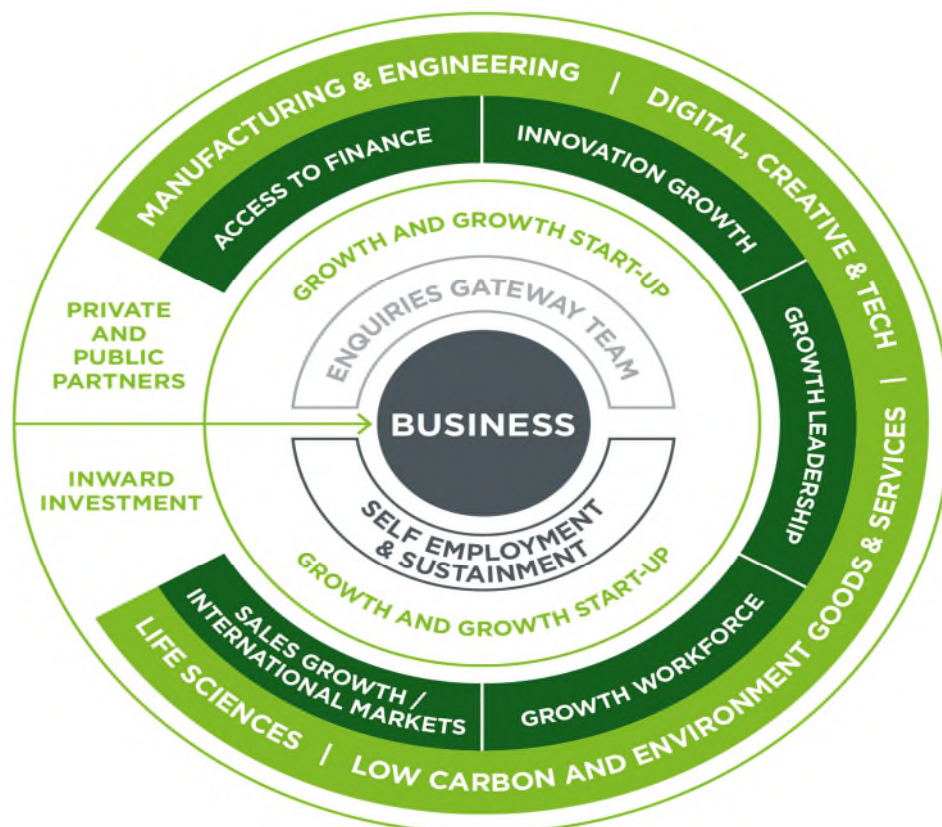
2.2 The BGH was awarded ERDF for the period October 2015 - December 2018 and has developed a portfolio of fully-funded support for SMEs – set out in Figure 1. In addition to the delivery of a wide range of engagement and networking events which supported 1440 Manchester-based attendees in 2016/17, the following services provide one-to-one support for growing SMEs:

- *Central Growth Team*: a team of Growth Managers providing face-to-face support to help clients assess key areas of their business performance and identify practical solutions for both developing and implementing short, medium and long-term business growth plans. This service includes specialist topic workshops/masterclasses such as pitching, tendering, and using social media; specific support for scale up businesses, companies in the Food and Drink production sector and retail businesses. MMU delivers a high growth programme as part of this service, building on the Goldman Sachs programme delivered a number of years ago. Over the last few months GC has agreed with MCC that there will be a dedicated Business

Advisor in the Growth Team to enhance the engagement and delivery linkages with MCC's business engagement and regeneration teams.

- *Growth Start Up*: an in-house team of advisors providing intensive support for individuals who are seeking to establish and grow new enterprises which have the potential to turnover £250k or employ 5 people in their first 3 years of trading.
- *Growth Leadership*: this service consists of a mentoring programme and an Executive Development Programme. The mentoring programme proactively links c160 pro-bono business mentors with the BGH's clients who are seeking support with their own professional and personal development. A small team recruit and train mentors, match them to clients, and support the development of the relationship. The Executive Development Programme takes individual business owners / leaders, or a company's senior management team, and supports them through coaching, action learning, master classes, and interactive sessions to achieve their growth goals.

Figure 1 - Portfolio of fully-funded support for SMEs



- *Growth Workforce*: this service supports SMEs with the development of their workforce, providing advice and support around leading and inspiring employee engagement; talent attraction, acquisition and management; developing values, behaviours and business 'culture'; managing performance, including reward and recognition; as well as workforce and succession planning.

- *Access to Finance (A2F)*: This service provides investment-readiness support to SMEs and helps them obtain funding from a range of private and publicly-backed sources.
- *A Sector Support Service*: delivered in conjunction with Trustech, MIDAS, Creative England and The Landing the project supports companies in the Life Sciences, Creative and Digital, Manufacturing and Low Carbon sectors to grow - providing sector-specific support and networking. Activity has included providing support to a number of clients in the Manchester Science Partnership's campus, and businesses based in the Sharp Project. These include regular clinics to engage tenants and an 'invite a neighbour policy' to build on the strong links established with many tenants.
- *Innovation Growth*: the service provides practical advice and hands-on support to help businesses overcome barriers to the development and exploitation of new products, processes, services and business models. In particular the service supports companies to access new technology or collaborate with research institutions. This service works closely with the University of Manchester and Manchester Metropolitan University through jointly funded Business Development Manager posts, improving access to university knowledge and facilities for GM businesses. It also works closely with a wide range of partners in the creative and digital sector. Linked to this service, GC has organised Venturefest Manchester at the Bridgewater Hall for the last few years, with 645 attendees at the 2017 event. Venturefest includes the Innovation Showcase Competition, spotlighting the most innovative business ideas from across the region.
- *Carbon Reduction*: this service builds on the award-winning ENWORKS model that has been supporting businesses to reduce their exposure to environmental risk and increase their resource efficiency for over a decade. The project offers intensive support to a targeted group of SMEs, including on-site reviews to identify cost-saving opportunities and ongoing, hands-on, support to implement improvements.
- *Manufacturing Support*: Following on from the national Manufacturing Advisory Service (MAS), the service provides support, co-funded grants and consultancy support to manufacturing companies across the North West.

2.3 The Growth Hub has been delivering the Textiles Growth Fund project for a number of years. This was a Regional Growth Fund project providing grant funding and support for Textiles design and production companies until May 2017, and operated across England – outside of London and the South East.

- 2.4 In October 2017 the BGH secured additional funding, working with DWP's main provider of self-employment services PeoplePlus, to support GM residents to start sustainable businesses – with a particular focus on disadvantaged wards and underrepresented groups. The project is due to roll out over the next few months, working with all ten GM local authorities, housing associations and a range of third sector partners.
- 2.5 The Growth Hub works closely with 170+ intermediary partners, including local authorities, banks, and accountancy or law firms. They support the work of the Growth Hub by speaking at or hosting events, referring businesses to the Hub, and by providing their own expert services to BGH clients. 93 of these partners are based in Manchester, and over the last year we have sought in particular to strengthen the links with professional service firms' sector specialist teams in GM's priority sectors and work closely with incubators and accelerators such as Manchester Science Partnerships.
- 2.6 GC's *International Trade* team delivers the Department of International Trade's (DIT) branded international trade contract, and Innovate UK's Enterprise Europe Network (EEN) contract, across the North West of England. The DIT core contract provides SMEs with support to export for the first time or to grow their exports/markets. The EEN contract supports businesses to work with companies and research institutions across Europe, and particularly to attract Horizon 2020 European funding to support research and development. In 2016/17, and until May 2017, the team delivered a Regional Growth Fund *Export Growth* service, which provided grants and loans to SMEs looking to increase the value of their exports and create jobs. The majority of the funding was for capital investment, for example to help part-fund the purchasing of new equipment or a move to new premises, to help increase the company's export capacity.
- 2.7 *MIDAS* is the inward investment agency for Greater Manchester, and this year is celebrating its 20th birthday. *MIDAS* works closely with other GC and Local Authority services to plug new investors into a wide range of support, particularly in relation to property, planning, local supply chains, and recruitment and staff development, to help maximise local benefit from new investment to support the social inclusion agenda.
- 2.8 *Business Finance Solutions* provides a range of loan products for SMEs, including
- Start Up Loans (£500-£25,000)
 - Business Loans (£3,000 - £100,000)
 - Export Finance (£3,000 - £150,000) – part of the *Export Growth* project
 - Northern Powerhouse Investment Fund (£25,000 to £100,000)
 - Business Angel Investment (£150,000 to £2,000,000).

- 2.9 In addition to delivering a range of services GC's business support and business finance team represents GM on a range of local, regional and national business fora. This includes the national Growth Hub Network, supporting policy development in relation to Growth Hubs with BEIS, and working closely with the GM Chamber of Commerce, the Institute of Directors, the CBI and Federation of Small Businesses in relation to Brexit.
- 2.10 GC works closely with MCC's staff on a range of areas, including:
- Jointly funding the GM Annual Business Survey, the findings of which are informing GC and MCC service design and delivery.
 - Supporting the delivery of the Start Up Engines and Big Ideas Generator project. GC delivers joint events at, and drop in sessions from, the Business and IP Centre in the Central Library.
 - Supporting the development and delivery of the Manchester Youth Market.
 - The *Better Business for All* initiative, which brings together GM Local Authority business regulation teams with the Growth Hub's Enquiry team to offer simplified access to regulatory advice.
 - GC business support representation on the Manchester Employment and Skills Board, to ensure activity is aligned and efforts coordinated with other publicly-funded partners.

3. PERFORMANCE AND ACTIVITY

- 3.1 From 2014/15 onwards GM's Local Authorities have been provided with a quarterly report which shows GC performance to date against a suite of business support KPIs in each of the ten districts. These have been streamlined for 2017/18, to more clearly reflect the different strands of activity within GC. The performance for the 2016/17 financial year and first quarter of 2017/18 is set out in Appendix 1.
- 3.2 Performance summary and highlights for the Manchester LA District area in 2016/17:
- Business support
 - GC engaged with 3,267 individuals and businesses. This does not include people who came to events but then did not access further support.
 - 633 of those 3,267 went on to access support. 504 received 12 hours or more, with a further 129 accessing at least 3 hours of support from the Growth Hub.
 - 91 Manchester residents were helped to start a business with the Growth Hub and BFS' support. 32 people accessed at least 12 hours of support to start a business although we would envisage that increasing significantly in 17/18 and 18/19 having just secured ERDF for a new business start-up service.
 - The support provided helped Manchester companies to create 394 jobs, with an anticipated GVA of c£16m.

Case studies outlining the nature and impact of the support offered are set out in Appendix 2.

- **Inward investment**

- MIDAS secured 44 projects in Manchester, with 2,079 jobs associated with these projects. This should equate to c£88m of additional GVA for Manchester.
- Notable projects over the last 2 years include:
 - *Distralec*, which is a Swiss distribution company. They are due to create more than 100 jobs in their new European office in 2 St Peter's Square. The company has decided to centralise its European functions in Manchester, consolidating them from Sweden, Germany, Switzerland and Italy. Working with MIDAS, the city was selected due to the best availability of talent and infrastructure, beating off competition from Berlin and seven other major European cities. The company has agreed a 10 year lease, with the office housing all their product, supplier, inventory management, purchasing, e-commerce and marketing functions.
 - *Hero Cycles*, one of the world's biggest manufacturers of bicycles, has opened a £2m global design centre in Manchester at One Central Park - a short distance from the National Velodrome in Manchester, the home of British cycling. The Hero Cycles Global Design Centre (HGD) aims to bring together the best designers and innovators in the bicycle industry from around the world to develop the next generation of bike designs using the very latest technology. It will rationalise the global company's design functions, bringing its design, product development, innovation, testing and market research departments together in one place. The facility will employ 25 of the industry's best design and marketing experts from across Europe, and the team will work across several bike segments including traditional disciplines alongside cutting edge futuristic models. In addition to full time staff, the centre will have free desk space for university students in Manchester who wish to focus on bicycle-related studies. It will also take on at least four apprentices. The decision to choose Manchester was taken in October 2016. A number of other cities across Europe were considered for the design centre, including London, Amsterdam, Copenhagen and Berlin, but the investment was made in Manchester thanks to city's 'strong affinity with cycling culture, its unquestionable design and engineering heritage and the access to talent.' Hero Cycles has major expansion plans in Europe, with the Design Centre developing British brands for the UK and products for export to Europe, Africa and India.

- (Greater) Manchester was placed second only to London in 2016 for attracting Foreign Direct Investment.
- There has been a slowdown in the conversion of inward investment pipeline projects to project successes since the EU referendum. This has reduced the total number of projects, but in 16/17 the jobs and GVA targets across GM were almost reached as the average jobs per project was higher than originally expected. In 17/18 there is continued evidence of a slowdown in inward investment decisions which may be linked to wider economic uncertainty. Project conversion has slowed from a prior year average of 210 days to 314 days. This is reflected in the Q1 figures for project successes, jobs and GVA. MIDAS is using additional resources secured from the GM Combined Authority and DIT's Northern Powerhouse team to try to increase the pipeline of opportunities to mitigate risks. Funds are being directed towards increasing the number of GM-based companies they account manage, and increasing lead generation activity - particularly in relation to Financial and Professional Services, Technology and Life Sciences firms, and Non-Departmental Public Bodies.
- **Business Finance**
 - BFS lent a combined total of £1.31m to 15 existing Manchester businesses in 2016/17. In addition it helped 82 Manchester residents to start their own business and lent them a combined £761k through the British Business Bank's Start Up Loan fund.
 - £895k was given in grant funds to 10 Manchester companies across GC's grant programmes for Manufacturing, Textiles and GM companies looking to export.
 - The Growth Hub's Access to Finance team helped 14 SMEs to secure £2.42m of funding offers from banks and other lenders.
 - During the year BFS re-secured its Start Up Loan contract for the NW for another two years, and became the British Business Bank's Fund manager for the Northern Powerhouse Investment Fund Microfund, providing loans of up to £100k to SMEs.
- **Export**
 - 96 Manchester companies were supported to export – 46 of these for the first time. The total value of export orders was c£108m.
 - The Department of International Trade have varied the targets of this contract over the last few years, with the 16/17 financial year having a clear focus on securing a high volume of companies exporting for the first time. We understand that future years' contracts are likely to focus more on growing the exports of Mid-Sized Businesses (those with a turnover of between £25-500m) rather than new exporters.

- The export market has fluctuated in the wake of the EU referendum and subsequent devaluation of the pound. Whilst some exporters have benefitted from their goods being cheaper abroad, those companies who import goods and then export them have seen their cost base increase.

4. INCLUSIVE GROWTH

4.1 Whilst we are a key deliverer of services to local residents and businesses, The Growth Company also recognises its role as a GM anchor institution and over the last few years has sought to better identify and capture the social value we create through our own actions. These map back to the GM Social Value Policy objectives of 2014, namely to:

- Promote Employment & Economic Sustainability
- Raise the living standard of local residents
- Promote Participation and Citizen Engagement
- Build capacity and sustainability of the Voluntary and Community Sector
- Promote Equity and Fairness
- Promote Environmental Sustainability.

4.2 GC's commitment to delivering Social Value manifests itself in the way that GC:

- Recruits and employs a workforce which is fairly paid and positively supported. We pay all staff the living wage, and apprentices 75% of this, and our salaries are benchmarked against external market rates.
- Supports its employees with their professional development, facilitating opportunities to learn. We hold the Investors in People standard, which recognises our commitment to good people management practices and learning and development. In addition we hold the Gold standard accreditation from Fair Train, recognising that we provide high quality work experience schemes and are helping to drive down youth unemployment.
- Encourages job applications from all suitably skilled individuals. For example, GC is a Disability Confident employer and promotes vacancies through a range of channels. We have developed a new HR system which enables us to capture and review where job candidates live, enabling us to hone our outreach to maximise the awareness in local communities about our current employment vacancies.
- Provides employees with a package of support to identify and assist them to balance their health and wellbeing. We provide an Employee Assistance Programme providing access to telephone and face-to-face professional, clinical assistance which is independent of the organisation and available to immediate family members.

- Fosters an inclusive organisational culture which embraces diversity. Our equality, diversity and inclusion (EDI) strategy is championed at Board level. Our EDI steering group has oversight of the strategy and serves as a voice that ensures we are truly inclusive, building and sustaining a culture that is supportive and encouraging of diversity.
 - Supports a more effective and resilient community and voluntary sector. We have a Volunteering Policy which enables staff to take up to two days paid leave per year to support community and volunteering activities which are aligned to our Values and objectives.
 - Reduces our impact on the local and global environment. We have undertaken a full audit of energy usage across all sites and an action plan is in place for energy savings and actions taken to reduce usage; in accordance with the Energy Save Opportunity Scheme.
 - Welcomes tenders from SMEs to supply our products and services. We also recognise the role our procurement can play in building capacity within our communities and wider Social Value it can generate and have incorporated relevant selection questions into our procedures.
- 4.3 In addition to delivering social value through GC's own activity, over the last two years GC has been trialling approaches to promoting and maximising the social value delivered through the companies we provide business support to.
- 4.4 MIDAS has a clear track record of working with local authorities and other parts of GC to seek to maximise local benefit from inward investment. A recent example was the work undertaken with Amazon, who opened a distribution facility on the Airport City Enterprise Zone in 2016. Working with Manchester City Council, who attached a condition to the planning consent, MIDAS and GC worked with Jobcentre Plus and a range of training providers to maximise the local benefit from the jobs created. This centred around working with Amazon to understand the roles available and the key competencies, skills or attitudes required, and developing a pre-recruitment programme that would help prepare local unemployed candidates for those roles. Open Days were held in Wythenshawe and other parts of GM during June 2016 with the pre-employment programmes themselves running in July and August.
- 533 Manchester residents attended Open Days
 - 290 went on to start the pre-recruitment course
 - 210 of those attended interviews
 - 177 were offered jobs
 - 149 then started a job at Amazon.

Feedback from Amazon's Operational Director and the staff involved in the process was extremely positive. Amazon had not worked in this way with local authorities and their partners previously, and they were very complementary about the continuous assistance and the professional approach they received from the outset. Amazon has fed back that this approach has outperformed their usual recruitment approach - the job offer rate of those attending

interview (378 across GM) was 85% (321 received job offers) and the job outcome rate was 70% (266 started work). This 70% job start conversion rate from those attending interview is substantially higher than the 25% conversion rate Amazon reported they usually experience when undertaking their own direct recruitment. In addition, the job outcome rate of those starting the pre-recruitment provision (522 started the course) stands at 51% - comparing favourably to the national job outcome average for similar publicly-funded programmes of around the 30% mark. In terms of the geographical spread of job offers and job outcomes, there was a concentration in the Wythenshawe and wider Manchester City Council geography. Beyond that geography, there were a good number of job outcomes in the adjacent local authority areas of Trafford, Salford, Tameside and Stockport.

4.5 In 2016/17 the Growth Hub sought to identify how they could best promote and maximise social value amongst the many small businesses they work with. Three main areas of activity were identified:

- Providing Workforce Development support to companies that are expanding, with a view to them understanding where employing or upskilling local people could support their growth plans. The Growth Hub already helps GM businesses to create jobs and to develop and deliver growth plans that have training / upskilling outcomes for existing staff. The Workforce Development team helps companies think about how they attract, retain and develop the best talent, which could lead to employment or Apprenticeship opportunities for local people, or identify training programmes that could help make their staff more productive.
- Helping companies better compete for GM public sector contracts by helping them understand GM's Social Value requirements. The Hub already supports SMEs to understand how to access public sector supply chains, and GM public sector organisations increasingly require bidders to demonstrate their 'Social Value'. Working with GM procurement / social value leads the Hub has been able to help companies score well in relation to Social Value and, more importantly, deliver on the commitments they make in tenders - for example by putting them in touch with Apprenticeship providers to recruit Apprentices, or by adding them to the Growth Hub's bank of Mentors.
- Working with Growth Hub companies who want to 'give back'. The business support the Growth Hub offers is free to access to GM businesses. Some GM businesses already 'give back' in the form of being a mentor, being a 'Champion', or speaking at our events. As we develop longer-term relationships with businesses we are seeking to gauge their interest in becoming involved with a wider range of ways to 'give back'. These could include working with schools in relation to careers advice or work experience; improving terms and conditions for their staff; or signing up to a local employment or supply chain Charter / Kitemarks.

4.6 As part of measuring the impact of this approach the Growth Hub has revised the data it captures from the businesses it supports. It is now seeking to capture:

- the Local Authority district of the individuals who are recruited to the jobs we help local companies create
- number of companies who are no longer using Zero Hours contracts
- number of companies who are paying all staff the Real Living Wage
- any increased use of local suppliers.

This information will be added into our regular reporting to local authorities from later in 2017/18.

5. FUTURE DEVELOPMENTS

5.1 Section 2 outlines the current GC business-facing services. The majority of these are funded until the end of 2018.

5.2 The Business Growth Hub has recently submitted proposals to GM local authorities in relation to maintaining and expanding services for the period 2019-21. Current proposals, which assume that GC would also bid for future GM ERDF funding, include maintaining existing Growth Hub services and securing additional funds to provide:

- An enhanced and coordinated GM-wide business start-up programme. This would support a range of start-ups - right the way through from lifestyle businesses to starts with high growth potential, and provide support to individuals to start and survive, and then to scale up and to grow.
- Increasing the business finance available to GM SMEs to support innovation and growth by enhancing BFS' Co-Angel service. This would essentially match GM funding with Angel investor funds to enable us to invest more in GM early stage businesses with innovation and growth potential.
- Working with businesses that cannot currently be supported due to ERDF restrictions (such as non-SMEs, companies in certain high employment sectors, and SMEs that are ineligible due to their large company or foreign ownership), plus enhanced support for the Digital, Creative and Tech (DCT) and Manufacturing sectors. This would enable GM to target and work with those businesses that have the greatest potential to grow and improve local productivity, and would be delivered in conjunction with organisations such as the national Productivity Leadership Group. A GC team would:
 - develop bespoke packages of support available from across GC and its wider partners in Greater Manchester aimed at enhancing their productivity

- work with companies to improve resilience by supporting them to plan for the future, deal with changing markets - especially in the light of the UK's exit from the EU – and continue to invest and withstand economic shocks.
 - work with companies to ensure they have workforce development plans in place that build the GM skills base and improves workplace practices, to continue to drive up the number of Apprenticeships.
 - Companies in the DCT and manufacturing sectors will receive bespoke support, bringing together tried and tested growth services such as non-exec support, support with leadership and management, operational excellence, industrial digitisation and product innovation, with progressive solutions that will prepare companies for international growth.
- 5.3 GC's International Trade contract is due to expire in March 2019. We are currently piloting a new model of delivery in conjunction with the Department of International Trade – the results of which should inform the design and shape of the contract from 2019/20 onwards. At present it is unclear whether DIT will seek to let that contract on a regional, pan-regional (i.e. Northern Powerhouse geography) or national level.

Appendix 1 - The Growth Company – Business Support performance 2016/17

Activities	Unit	Performance in Manchester LA District	Notes
Businesses engaged	No.	2592	1
Individuals engaged on start up support	No.	675	
Outputs			
Businesses receiving information, diagnostic, brokerage support	No.	129	
Businesses receiving full (min 12 hours) support	No.	504	
(of which) Businesses supported with digital technologies	No.	24	
Mentoring relationships	No.	70	
Clients advised on starting a business	No.	32	
Outcomes			
Jobs created	No.	394	
Jobs safeguarded	No.	103	2
Inward investment projects secured	No.	44	
Jobs to be created from secured inward investment projects	No.	2079	
Jobs to be safeguarded from secured inward investment projects	No.	23	
Businesses offered funding:			
*GC Loans to Businesses	No.	15	
*GC Loans to Businesses	£000s	1310	
*GC Loans to Start Ups	No.	82	
*GC Loans to Start Ups	£000s	761	
*GC Grants to Businesses	No.	10	
*GC Grants to Businesses	£000s	895	
*Businesses offered funding following support of Access to Finance	No.	14	
*Businesses offered funding following support of Access to Finance	£000s	2,424	
Businesses supported with new to firm/market products	No.	8	
Increased domestic sales	£000s	4,698	3
Business Wins (export orders secured)	No.	96	
Increased export sales	£000s	107,996	
First time exporters	No.	46	
Business start ups	No.	91	
Additional GVA from actual jobs created	£000s	16,705	
Additional GVA from jobs associated with inward investment	£000s	88,444	

Notes

1. The no. businesses engaged does not include those businesses that attended an event but did not go on to access any other services and therefore be recorded on our CRM.
2. The RGF funded Textiles and Export Fund projects have delivered fewer safeguarded jobs than expected but more newly created jobs.
3. Domestic sales growth is not a contractual target but additional data that is collected from supported companies as a further measure of economic impact. The provision of this information is purely voluntary and often difficult to obtain and therefore likely to be underreported.

The Growth Company – Business Support performance for the period April – June 2017.

Activities	Unit	Performance in Manchester LA District	Notes
BUSINESS SUPPORT AND BUSINESS FINANCE			
<i>Business Growth</i>			
Businesses engaged		609	
Businesses supported		141	
(of which) businesses assisted with export advice		33	
(of which) new exporters supported		3	
Value of additional sales generated		13.09	
Jobs created		62	
Additional GVA from actual jobs created		2,604	
<i>Innovation</i>			
New products introduced		-	
Research collaborations with GM knowledge base		3	
<i>Investment</i>			
Businesses offered loan or grant funding		17	
Value of loan or grant funding secured by businesses		567	
Inward investment projects secured		9	
Projected new jobs from secured inward investment projects		179	
Value of GVA growth from projected inward investment jobs		7,518	
<i>Enterprise</i>			
Engagements with individuals interested in starting a business		154	
Clients advised on starting a business		30	
Start Up Loans issued		20	
New business start ups		15	

Appendix 2 - Case Studies from Manchester businesses

Case Study 1 - Ad Florem forms budding new partnerships

Overview

On the back of nearly 20 years' experience across the private, public and not-for-profit sectors, Andrea Goodridge set up Ad Florem – Latin for 'to flower' – in 2015.

The leadership development consultancy encourages senior leaders to challenge themselves, with a primary purpose of embedding new learning and ways of thinking to build high performance teams and cultures.

Challenge

Although Andrea had prior experience of setting up a subsidiary to a private company, and experience of supporting senior leaders, she needed start-up business advice, and a safe space to talk openly to someone independent.

Solution

Andrea signed up to the Hub's Start Smart Workshop and began working with business advisor Isabelle Farquhar.

Andrea's positive and energetic approach challenges senior leaders' thinking and habitual behaviour. She supports senior leaders to tackle 'real life' challenges, create ownership and accountability, and encourages them to reflect on their leadership style and have more productive conversations with their teams.

Initially Isabelle identified the gaps in Andrea's business knowledge, which were then addressed through a series of masterclasses. These focussed on market research including finance and pricing structures, performance monitoring, marketing and overall business strategy, including learning some important tips around tendering and proposal writing.

Andrea also started to work with the Hub's business advisor Yousef Taktak, developing both a short and a medium-term growth strategy for the business.

As Yousef explains: "We looked at Ad Florem's potential over the next three years, and it became clear that the key to growth was marketing, service development and establishing a team of associates."

This strategic planning has brought immediate dividends. Since November 2015, Ad Florem has worked with senior leaders in the public sector including NHS Acute Trusts, Ambulance Trusts, Local Authorities and both established and start-up businesses.

One of Ad Florem's values is collaboration. This has led to the business partnering with two professional institutions, two events companies, and the Chamber of Commerce, to provide leadership workshops across the UK; and Salford University to create an online learning programme enabling leaders to hold coaching conversations to nurture individual performance and growth.

Sales are now growing each quarter and Andrea is enjoying 100% repeat business. To support the growth, Andrea's has used her newfound marketing skills to promote Ad Florem on social media, developed branded learning materials and relaunched the company website with fresh content.

She is also employing four sub-contractors to help run the operations side of the business, and is recruiting associates to support the delivery of projects.

She explains: "The time I've had with the Hub has been great; it's really focused my mind. They have provided advice, supplied templates and good practice documents, challenged my thinking and really stretched me.

"I call them my accountability partners - they ensure I don't stagnate and instead continue to flower!"

Andrea is also a volunteer mentor for the Hub, where she brings her energy and business experience to help entrepreneurs accelerate their growth potential by stepping out of their comfort zone and working from their personal strengths.

Case Study 2 - Hub support helps eLucid mHealth win crucial NHS approval

Overview

eLucid mHealth is a Manchester healthcare company, founded in October 2013, with a vision to drive improvements in healthcare and patient safety through the use of digital technology. Support from the Hub helped the company secure a contract with the NHS in its first wave of innovation technology test beds, a project aiming to give dementia patients more independence.

Challenge

Company CEO Graham Howieson turned to the Business Growth Hub for support and advice around business strategy, planning and finance but was also keen to explore how the Hub's contacts and links could help him gain access to the NHS supply chain.

Solution

Graham worked with business growth adviser Yousef Taktak on business strategy within the medical technology market, including targeting the NHS supply chain. Yousef also referred Graham to a number of contacts within the Hub partner network, including Greater Manchester Academic Health Science Network, who were able to provide important insights into understanding patient care needs.

Elsewhere, Business Finance Solutions (BFS) – also part of the The Growth Company - provided the firm with a loan of £49,000 and this allowed the company to recruit two new members of staff to begin developing relationships with the NHS and healthcare companies across the world.

The support also helped the company to gain access to Public Health England's NHS Test Bed programme, part of the Technology Integrated Health Management (TIHM) scheme set up to help develop a new range of sensors, wearables, monitors and other devices.

A key aim of the programme is to develop devices that will enable people with dementia to live in their own homes for longer, giving them the ability to take control of their own health, whilst keeping in touch with GPs and carers on a regular basis. The Alzheimer's Society estimates that over one million people will be living with dementia by 2025.

eLucid's devices interconnect and continuously monitor medication levels and timings through a facial recognition app. This information is relayed back to carers and clinical health professionals to allow them to monitor the patients' medication and flag possible issues, enabling them to deliver tailored and responsive care. Remote dispensing devices will also help address the £350m problem of patients not taking their medication, which can lead to further health issues

And eLucid's devices have now received validation from the NHS, paving the way for full commercialisation.

Graham explains: "One of the biggest healthcare issues of today is the need to improve efficiency and effectiveness of patient centric care and digital technology is set to play a major part in transforming the delivery of accurate medication and wellness solutions.

"The test beds project is enabling us to test our technology for the first time in a real world setting. Now they have received the NHS seal of approval we're confident they will provide dementia patients with more independence, resulting in a cost effective outcome for all stakeholders."

Yousef adds: "Helping to put together strategies and connecting with experts is essential to this project as it can shape the nature of the technology provided, ensuring it delivers the most effective solutions. The idea is for the systems in place to be user friendly and accurate to aid carers and GPs, to understand the issues that each patient faces on a daily basis and create a tailored programme of care.

"eLucid has a range of products which are capable of making a significant improvement in the quality of life experienced by patients across the UK. We look forward to continuing our relationship with the company as it continues to implement expansion plans, here in Manchester."

The company is continuing to work with the Hub and is now looking at potential new areas of funding, with Access to Finance and the North West Business Angels.

Case Study 3 - Just Bee

Overview

Launched in March 2015 by friends Joe Harper and Andy Sugden, Just Bee is a healthy drink made from natural spring water infused with honey. The honey acts as a natural sweetener and means the drink contains less than four grams of sugar per 100ml. There are three flavours in the range: Apple and Ginger, Blueberry and Lemon and Lemon and Green Tea, with each containing less than 50 calories.

Challenge

As with many start-ups, Joe and Andy had an excellent idea and a passion to make it succeed, but lacked business experience. They also needed advice about how best to pitch their idea to leading retailers.

Solution

The company struck up a relationship with the Business Growth Hub, and took part in a number of workshops, including the 'Recipe for Success' programme, explains Mick Hadfield, business growth advisor at Business Growth Hub. "Just Bee is a fantastic example of what entrepreneurs can achieve in a short space of time if they have the right attitude, the right idea and the right advice. In just 12 weeks, the business has gone from launch to securing nationwide distribution rights, including deals with some of the UK's most prestigious brands," he says. "As part of our 'Recipe for Success' programme, we offered Joe and co-owner Andy the opportunity to hone their skills when it comes to pitching to retailers, as well as offering advice on how to create a sustainable business. As we've been a part of the company since day one, it's extremely pleasing to see the progress the guys have made, and we're looking forward to building our relationship with Just Bee as the business continues to grow."

The support gave the duo the confidence to approach several high-end retailers and they have now signed deals to have their products on the shelves of all three of Selfridges' food stores in Manchester, Birmingham and London, as well as Fortnum and Mason, also in London.

In addition, Just Bee has also enjoyed considerable success with a number of premium outlets across the North West and stockists now include the five-star Hotel Gotham and Katsouris Deli in Manchester, as well as independent shops across the region.

And Joe adds: "More and more people are looking for a healthier alternative to soft drinks with sugar. We developed Just Bee as a healthier option because it only uses honey as a natural sweetener. We attended a number of the Business Growth Hub's workshops and these have been extremely valuable when it came to our meetings with Selfridges and Fortnum's."

Joe and Andy were also keen that their product should help the environment, and 10% of all profits are donated to charity partners including Friends of the Honey Bee, which aims to reverse the dramatic fall in bee numbers in the UK.