Greater Manchester: the RIS3 strategy

MAPS-LED First Mid-term Meeting
06/07.06.2016
Northeastern University of Boston (MA), USA
Department of Economics
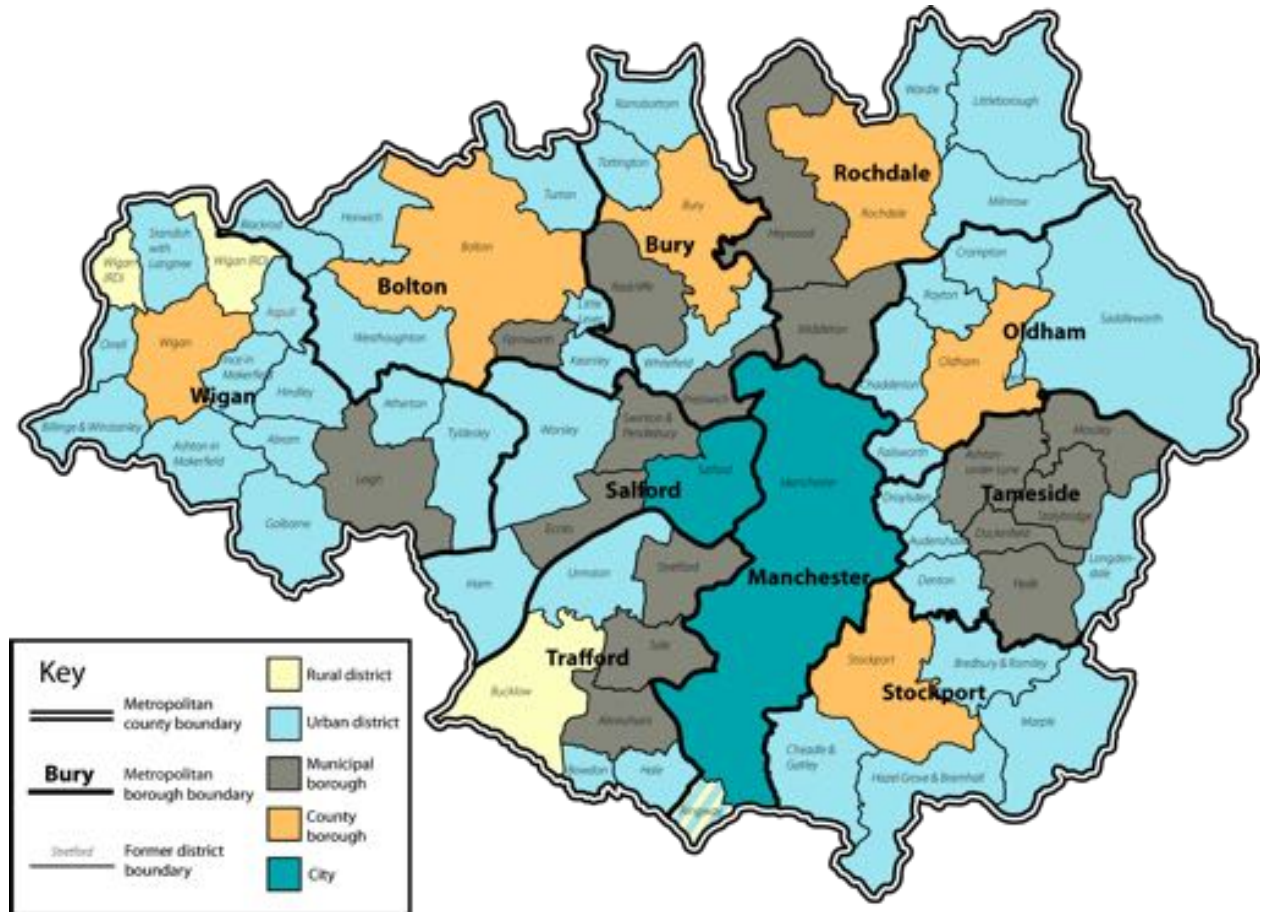
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Case Study: RIS3 Greater Manchester

About Greater Manchester (GM): Demographics

- **Population of 2.7 million**

- **Dynamic entrepreneurial & business base in Manchester**

- **Poor health, inequality, high unemployment, homelessness, pockets of economic & social deprivation**

About Greater Manchester (GM): Governance

- **Ten local-authority areas, designated a city-region in 2011**

- **GM Combined Authority established 2011 responsible for economic development, regeneration, transport**

- **Key Players: GM Local Enterprise Partnership, 4 x Universities, Manchester Growth Company – 'the family', Transport for Grater Manchester (TfGM)**

Political Context

Devolution & 'Northern Powerhouse'

- **GM at forefront of devolution agenda (and the 'Northern Powerhouse')**

- **New Mayor for GM will be elected in May 2017**

- **Deal includes new powers over transport, education and £6bn public health budget**

Strategic Context

STRONGER TOGETHER

The Greater Manchester Strategy, refreshed 2013
(runs to 2020)

- **Underpinned by Manchester Independent Economic Review – MIER (2009)**
- **A refreshed MIER is in development (focussing on social economy)**
- **Complemented by Growth and Reform plan (2014)**
- **Connected to key EU strategies eg. ESIF**

Greater Manchester RIS3
Background & Application

Local Enterprise Partnership vision: 'By 2020 Greater Manchester will be renowned as a successful commercial science city'

Science Review/Audit, Strategy & Action Plan

RIS3 Developed and presented 2013

Embedded within the GM Strategy 2013 and other key strategies
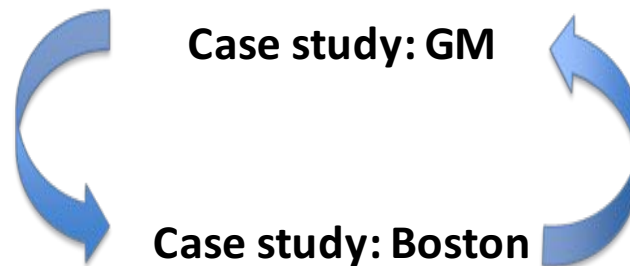
Greater Manchester RIS3: key points

- **Science strengths evaluated in terms of Connectedness, Embeddedness, Relatedness, Commercialisation potential**

- **Advanced Manufacturing (Graphene) and e-Health**

- **Strengths in Digital & Creative, Financial Services, Education**

GM RIS3 Case Study - preparatory investigation

▪ **Framework tested on GM pilot**

▪ **Framework developed through:**

    ▪ Lit review and desk-based research

    ▪ Fieldwork interviews, including key public sector, university and private sector
      stakeholders, and leads for advanced manufacturing & e-health

▪ **A dynamic model of comparative case study:**

Case study: GM

Case study: Boston

GM RIS3 Preliminary findings: Assets

- **GM: Not ex-ante conditionality. Driven by good practice**
    - **Process of self-discovery and genuine learning**
    - **Continuity not consultancy – not one size fits all**
    - **Idiosyncratic of the GM culture – cultural, strategic and political fit**

- **'Fuzzy boundaries' approach to entrepreneurial discovery (regional, national and international)**

- **Demonstrable resonance with heritage, identity & place**

- **Embedded in strategy – enabling broad application**

GM RIS3 Preliminary findings: Challenges (1)

National governance challenges

- **Conflict with the formalized (ex ante conditionality) top down RIS3 England strategy (12 general a-spatial sectors)**

Internal governance challenges

- **Limited participation beyond key public sector actors**
- **Lack of engagement with GM business base (particularly SMEs/startups)**
- **Designed to meet a pre-conceived agenda (LEP)**
- **Early adopters pre-dating place-based approach**
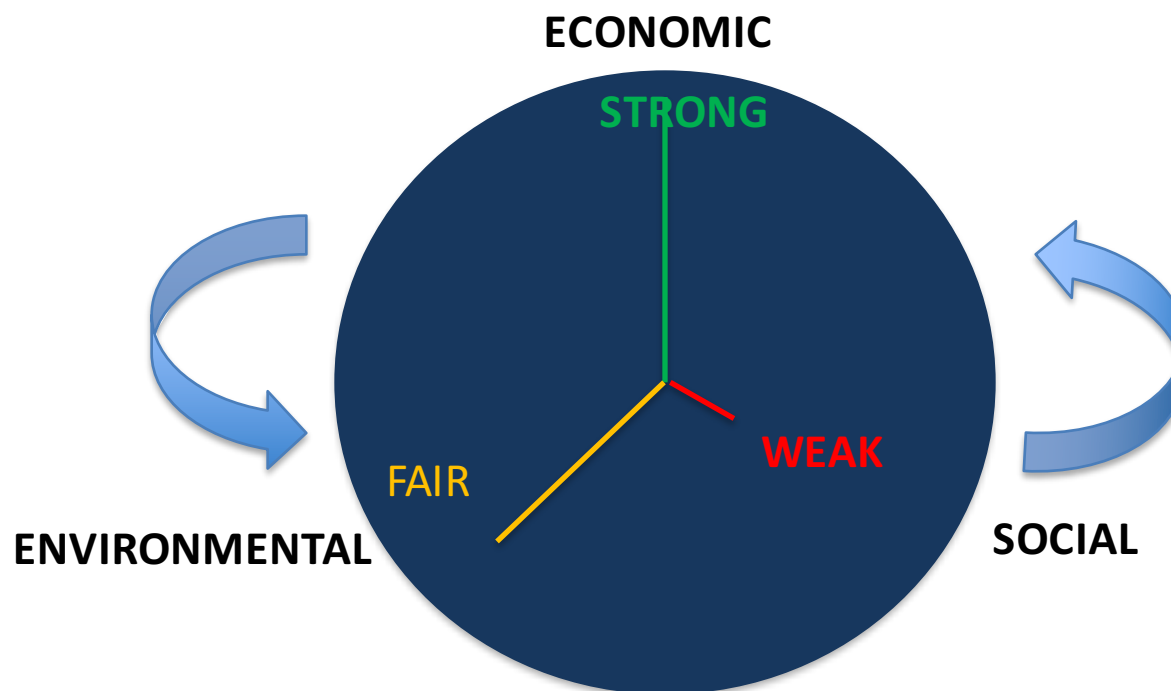
GM RIS3 Preliminary findings: Challenges (2)

Spatial challenges

- **Local impact centred on 'The Corridor'**

Implementation challenges

- **KETS have enabled, but have not been disruptive or transformative**

Initial Assessment

Next Steps

- **Scoping phase**
- **Further develop and refine assessment metrics and framework (as new SuROI evaluation tool)**
- **Apply new evaluation tool to the case studies**
- **Exploring the 'how' – what is the catalyst for success?**

EXPLORING THE "HOW": preliminary lessons (from Boston to Manchester)

Key lesson learned: Innovation centres can catalyse innovation (well designed & driven by private sector, not public-sector led)

Pre-feasibility analysis: informal interviews with CIC managers and potential stakeholders in Manchester

TANGIBLE RESEARCH OUTCOME ALREADY IN PROGRESS