The Data City Summit ‘24

Thursday 7th November 2024

So, the plan for today...

Session #1 – 12:30 – 14:30

- **The Data City** – Paul Connell, Alex Craven, Tom Forth
- **Dealroom** – Orla Browne
- **EY** – Lynn Rattigan, Charles Watson
- **Centre for Cities** – Paul Swinney
- **The Lifted Project** – Zandra Moore, Jordan Dargue, Natalie Boswell, Alex Craven

Followed by a short break for refreshments.

Session #2 – 15:00 – 16:30

- **Lightcast** – Will Cookson, Duncan Brown
- **HVMC** – Daniele Marini
- **The Northern Powerhouse Partnership** – Andrew McPhillips, Fatima Garcia
- **The Midlands Engine** – Joshua Hawkins, Lukasz Gasienca-Fronek
- **Closing statements** – The Data City

Followed by drinks & networking.

datacity

Session #1

datacity

Building the new industrial classification system

The Data City Summit – November 2024

SIC is sick..

Standard Industrial Classification (SIC) codes underpin major investment, policymaking and business decisions.

But have major issues....

- **Frequently wrong, vague, and insufficient.**
- **Last updated in 2007 and unable to capture the emerging economy.**
- **Affects every business bank application and every business insurance policy**
- **A nation of otherers.. 40% of workforce work in 'other..'**

Who needs a new industrial classification system?

Government & NGO's

Mapping & measuring the economy, developing policy and intervention strategy

Finance

Meeting AML/KYC/KYB obligations, understanding risk, improving customer experience and NPS

Industry & markets

Mapping markets, finding customers, developing new products

The new industrial classification system

SIC
the established system

Wrong. Vague. Insufficient. Static.

RSIC
the updated system

SIC Codes. Fixed.

RTIC
the emerging economy

Real-time view of 400+ emerging sectors missed by SIC Codes.

The Data City provides a full view of the whole economy, from established industries to emerging sectors.

We tell you what companies do

2 / 5

VEOLIA ENVIRONMENTAL SERVICES GROUP (UK) LIMITED

Company number: 02215767 | Incorporation date: 1st February 1988 | Registered postcode: N1 9JY

Company status: Active

Website
www.veolia.co.uk

Description
Veolia delivers ecological transformation for its customers through decarbonisation, depollution, and resource generation.

SICs
70100: Activities of head offices
96090: Other service activities n.e.c.

RSICs
38110: Collection of non-hazardous waste
38210: Treatment and disposal of non-hazardous waste
39000: Remediation activities and other waste management services
38320: Recovery of sorted materials

RTICs
Energy Generation: Bioenergy
Land Remediation: Remediation Services
Net Zero: Diversion of Biodegradable Waste from Landfill, Renewable Energy Planning Database, Waste Management and Recycling

CICs
Green Economy (London): Reduce, Reuse, Recycle and Repair

Innovation score (ALPHA) ☆ ☆ ☆

Estimated turnover £2,007,544,208

Estimated employee count 11,797

datacity

The vision: A global system

SIC
Self-declared

RSIC
Real-time

RNAIC
Real-time

Etc..
Any classification / any language

The Data City will be able to view any website in any classification system in the world, simultaneously.

Industrial strategy green paper

Where necessary, different metrics were used for emerging subsectors and technologies, as these are less well captured by traditional SIC sector data [footnote 57]. Measuring emerging technologies is also challenging as they are not linear and predictable, and they interact with each other. To mitigate data challenges, evidence was triangulated from academic evidence, market intelligence, industry reports, and relevant datasets.

These subsectors were then aggregated to identify the 8 growth-driving sectors:

- advanced manufacturing
- clean energy industries
- creative industries
- defence
- digital and technologies
- financial services
- life sciences
- professional and business services

Industrial strategy green paper

Where necessary, different metrics were used for emerging subsectors and technologies, as these are less well captured by traditional SIC sector data [footnote 57].

Questions

1) How should the UK government identify the most important subsectors for delivering our objectives?

2) How should the UK government account for emerging sectors and technologies for which conventional data sources are less appropriate?

3) How should the UK government incorporate foundational sectors and value chains into this analysis?

Questions

4) What are the most important subsectors and technologies that the UK government should focus on and why?

5) What are the UK's strengths and capabilities in these subsectors?

6) What are the key enablers and barriers to growth in these subsectors and how could the UK government address them?

Why today – 3 asks!

Respond to the industrial strategy green paper

Tell the government to establish and fund a common evidence base for the 8 growth sectors across National & Local government and Industry using The Data City & RTIC's.

Seek inspiration

Enjoy learning about how others are using our data, talk to us about we can help you to use our data.

Challenge us

We want to be the best at what we do, we need our customers to work with us on our new products and services to achieve that.

datacity

Building the new industrial classification system

Live demo.

dealroom.co

Digital (economy) transformation: why startups matter, and the global innovation race

Orla Browne
The Data City Summit - Leeds - 7 November 2024

1. **The good news - the rise of UK tech**
2. The opportunity - why startup matter
3. The urgency - what’s at stake right now

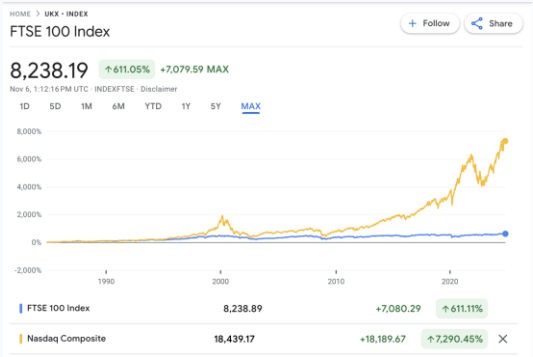
UK’s tech ecosystem has a combined value of over $1 trillion (10x in a decade).

By comparison:

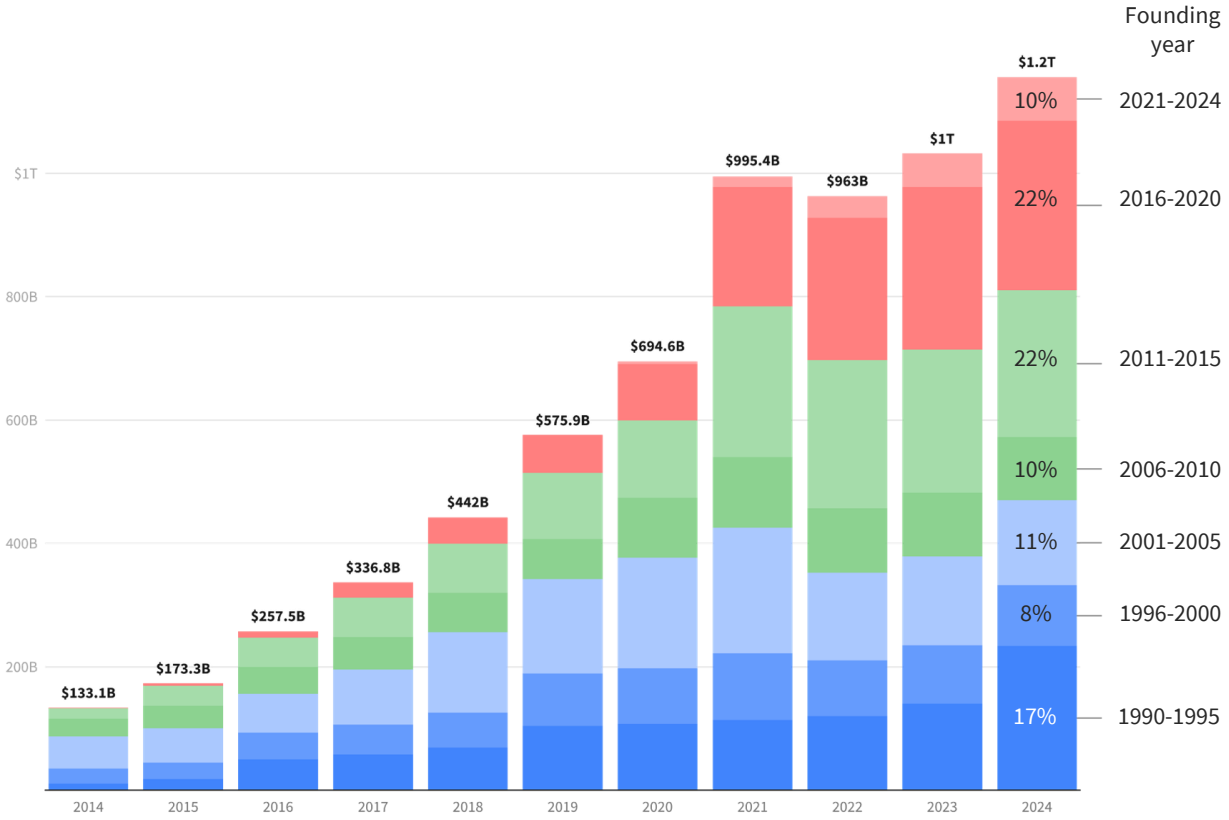
LSE = $4.2T (up 73% in 10 yrs)

FTSE 100 = $2.6T (up 20% in 10 yrs)

Nasdaq Composite = $20.5T (up 4x)



Combined enterprise value of UK startups by launch year

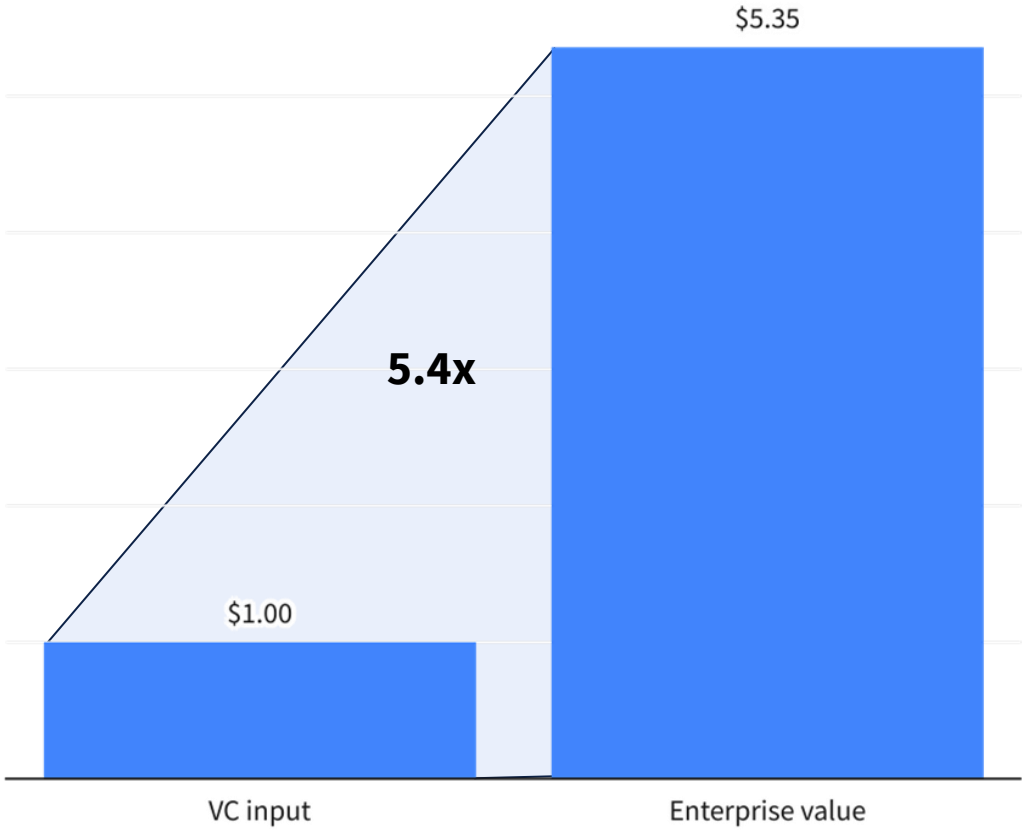


Source: **Dealroom.co.**

Venture capital is a value multiplier.

UK startups have generated $5.4 of value for every dollar of VC investment raised.

UK tech enterprise value created per dollar of VC invested

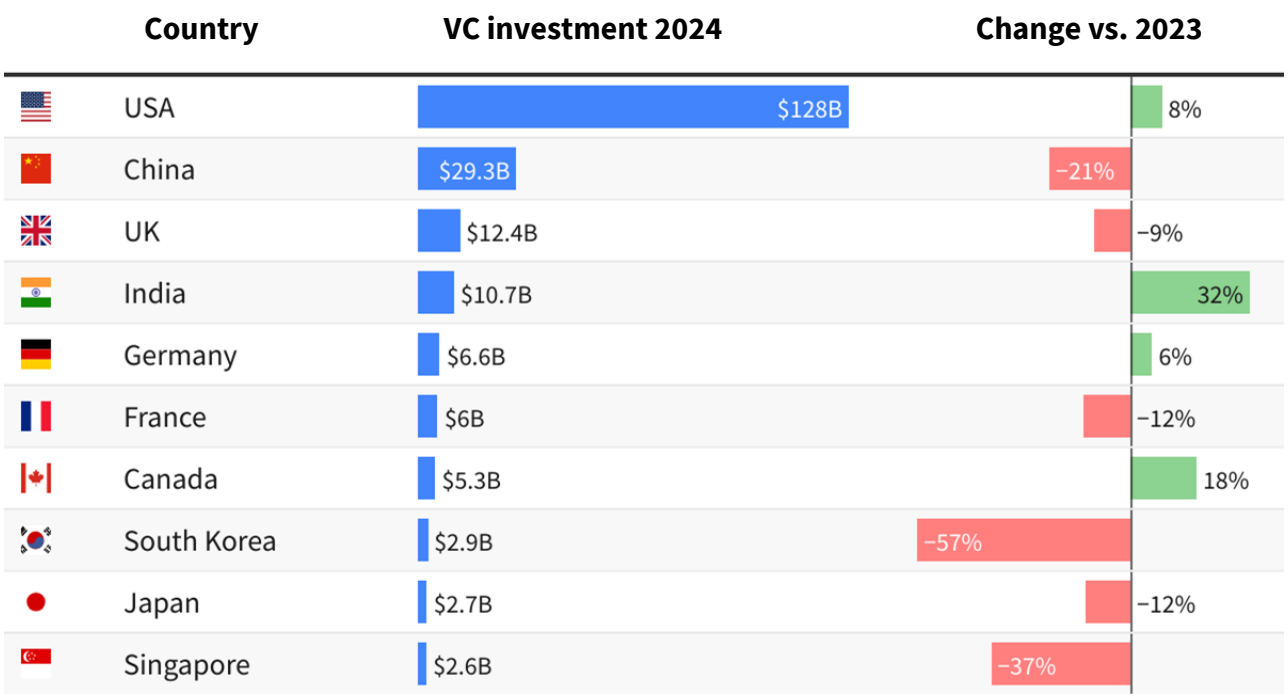


Source: Dealroom.co. Combined tech ecosystem value / all-time VC investment

The UK is the #3 tech ecosystem in the world.

By far #1 in Europe.

Top 10 global countries by VC investment in 2024 » **view online**

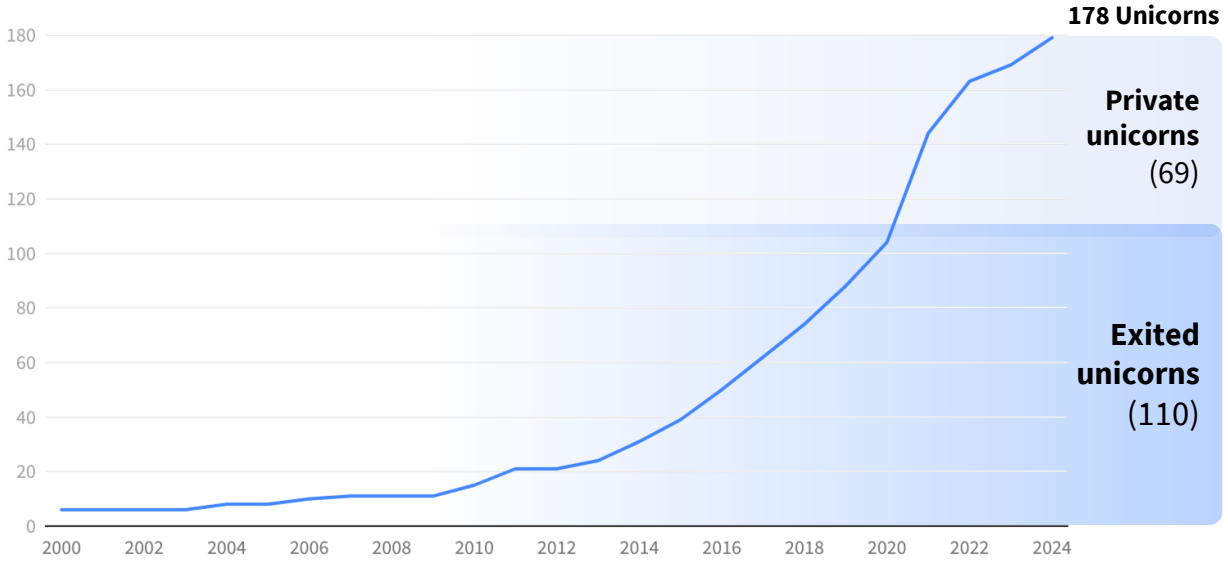


Source: Dealroom.co. Data to end of Q3 2024

The UK has now created 178 unicorns, with eight additions in 2024.

14 have reached decacorn status.

Cumulative UK Unicorns



2024 UK unicorns

Flo PREQIN EyeBio

IntraBio minute media WAYVE QUANTINUUM IIElevenLabs

» see all UK unicorns

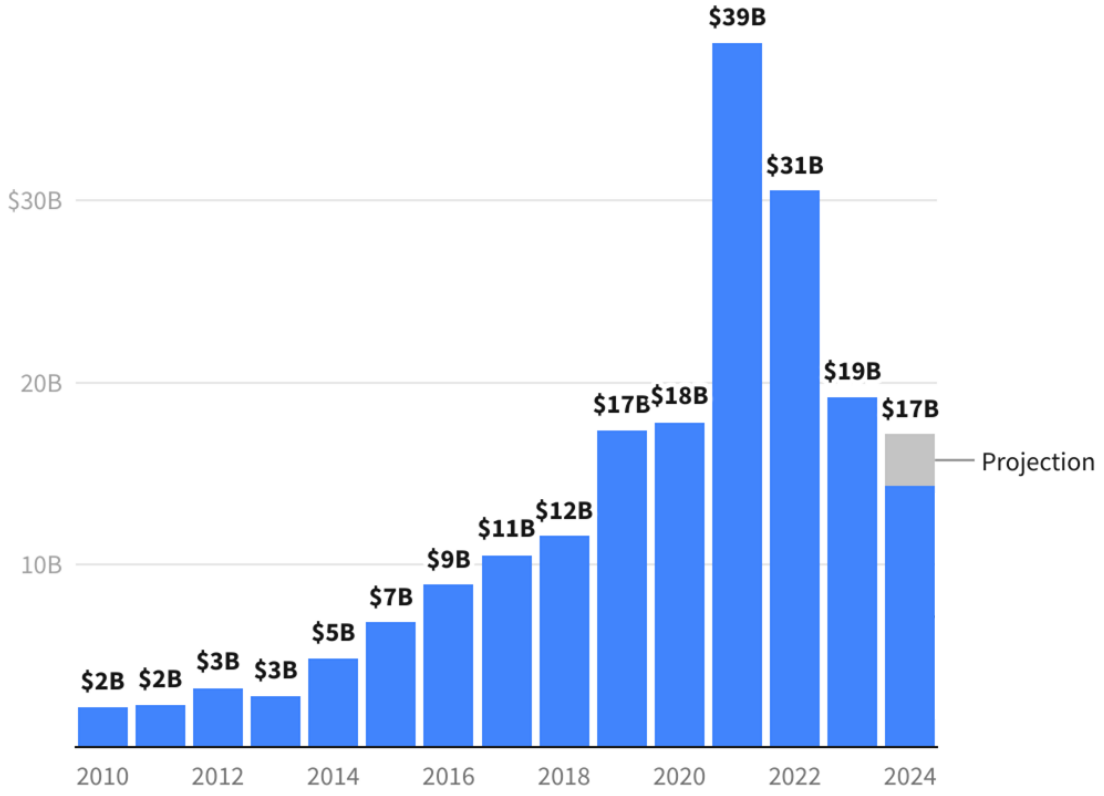
Source: Dealroom.co

HSBC Innovation Banking dealroom.co

UK startups raise 10s of billions in venture capital investment each year.

Investment levels are still at 6x a decade ago, even during a down cycle.

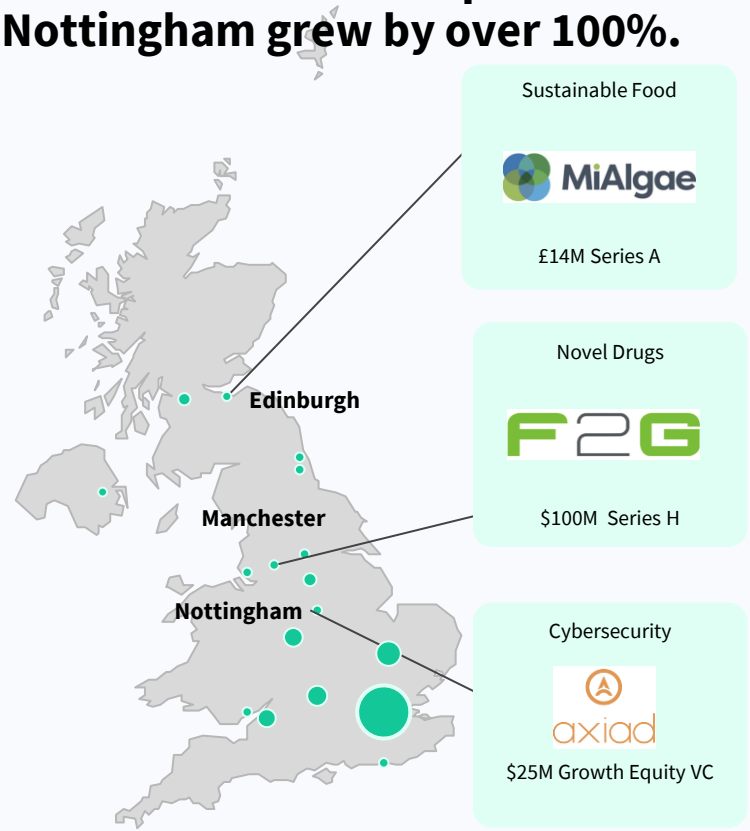
VC investment into UK startups >> view more



Source: Dealroom.co. 2024 actual to 6 Nov 2024

Cambridge and Oxford startups have raised the most new venture capital outside of London in 2024. Edinburgh, Manchester and Nottingham grew by over 100%.

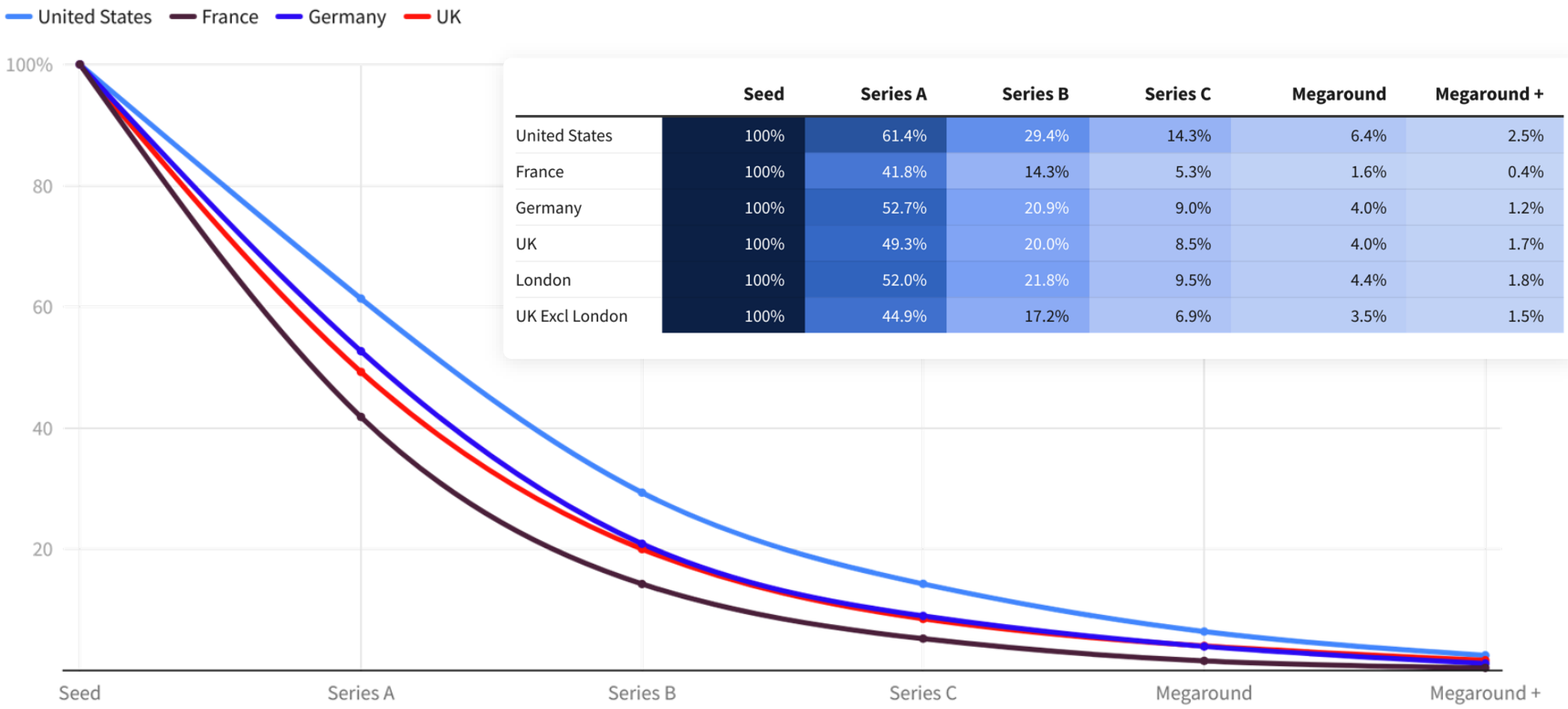
Hub	VC investment 2024 YTD	change vs. 2023
London	$8.7B	−1%
Cambridgeshire	$886.3M	35%
Oxfordshire	$354.8M	−42%
Manchester	$286.8M	121%
Edinburgh	$264M	145%
Glasgow	$103.4M	−59%
Bristol	$101.2M	−72%
Newcastle upon Tyne	$97.3M	21%
Nottingham	$72.4M	619%
Brighton	$68.4M	36%



Source: Dealroom.co. Data to end of Q3 2024

Encouragingly, startups outside London scale at a similar rate as those in London.

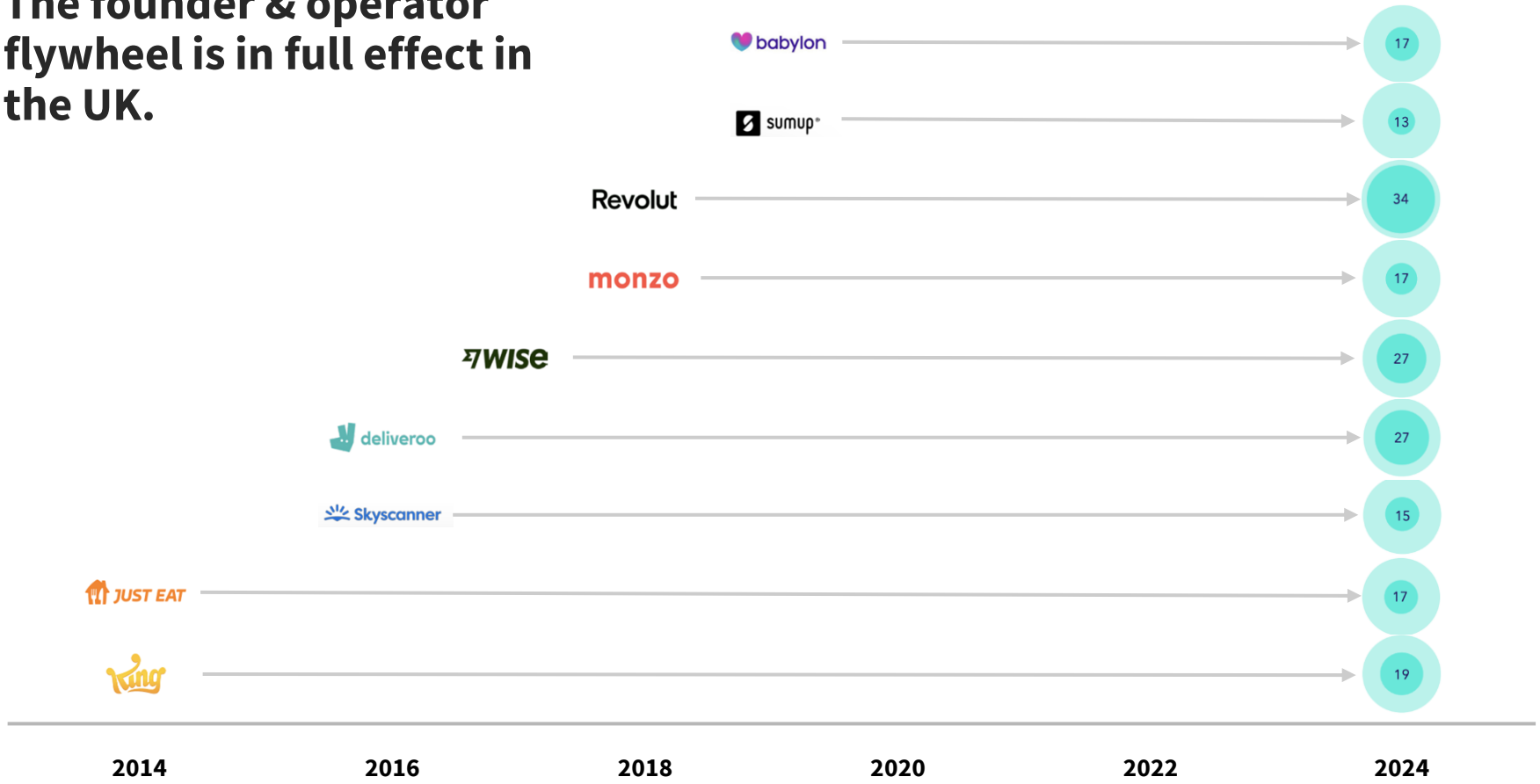
Conversion rate of cohorts founded between 2010-2021



	Seed	Series A	Series B	Series C	Megaround	Megaround +
United States	100%	61.4%	29.4%	14.3%	6.4%	2.5%
France	100%	41.8%	14.3%	5.3%	1.6%	0.4%
Germany	100%	52.7%	20.9%	9.0%	4.0%	1.2%
UK	100%	49.3%	20.0%	8.5%	4.0%	1.7%
London	100%	52.0%	21.8%	9.5%	4.4%	1.8%
UK Excl London	100%	44.9%	17.2%	6.9%	3.5%	1.5%

Source: Dealroom.co. Note: Note that these are not conversion rates between rounds. Some startups also skip the (pre)seed stage and go straight to Series A.

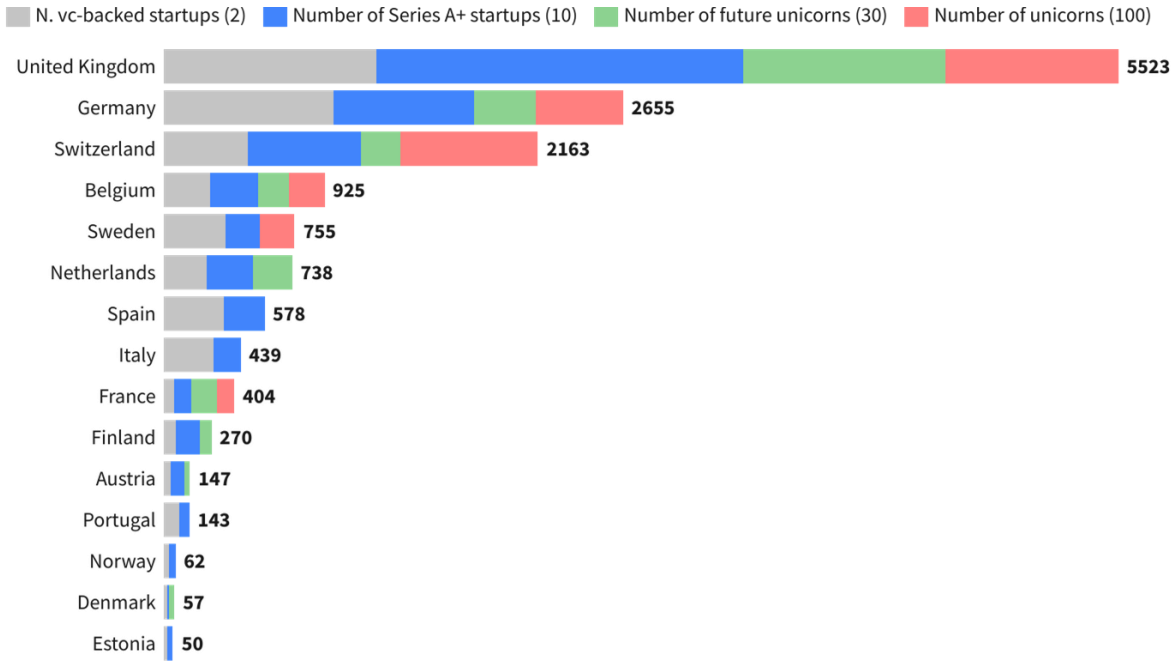
The founder & operator flywheel is in full effect in the UK.



Source: Accel & Dealroom.co - full report

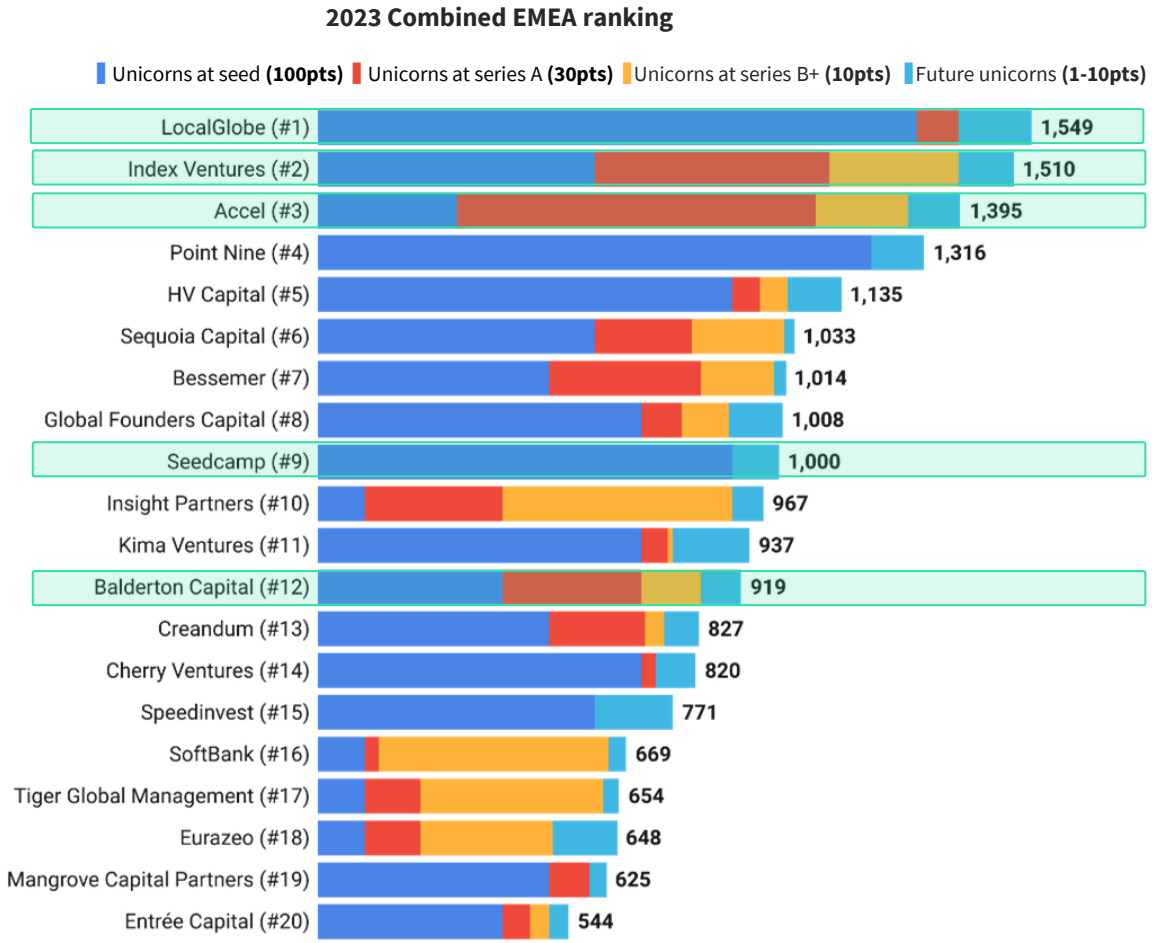
The UK leads Europe by university spinouts.

European countries which created most spinout value



Source :
Dealroom.co Data as of 27 Nov 2023 University value creation is ranked by multiplying the number of startups at every stage of maturity for a score 2 for a VC-backed startup to 100 for a unicorn. Spinouts policies vary from country to country. Countries like France and Sweden are hard to compare due to the professor privilege model, where universities have no stake in any research innovation coming out of the activities carried out there. The definition of spinouts and their comparison with other countries like UK, Germany and Switzerland is therefore challenging. Some universities such as KTH collaborated in sharing detailed data for a fair comparison. The ranking might evolve with better involvement of more universities.

The UK is still Europe's capital of venture capital, but Germany and France are becoming contenders.

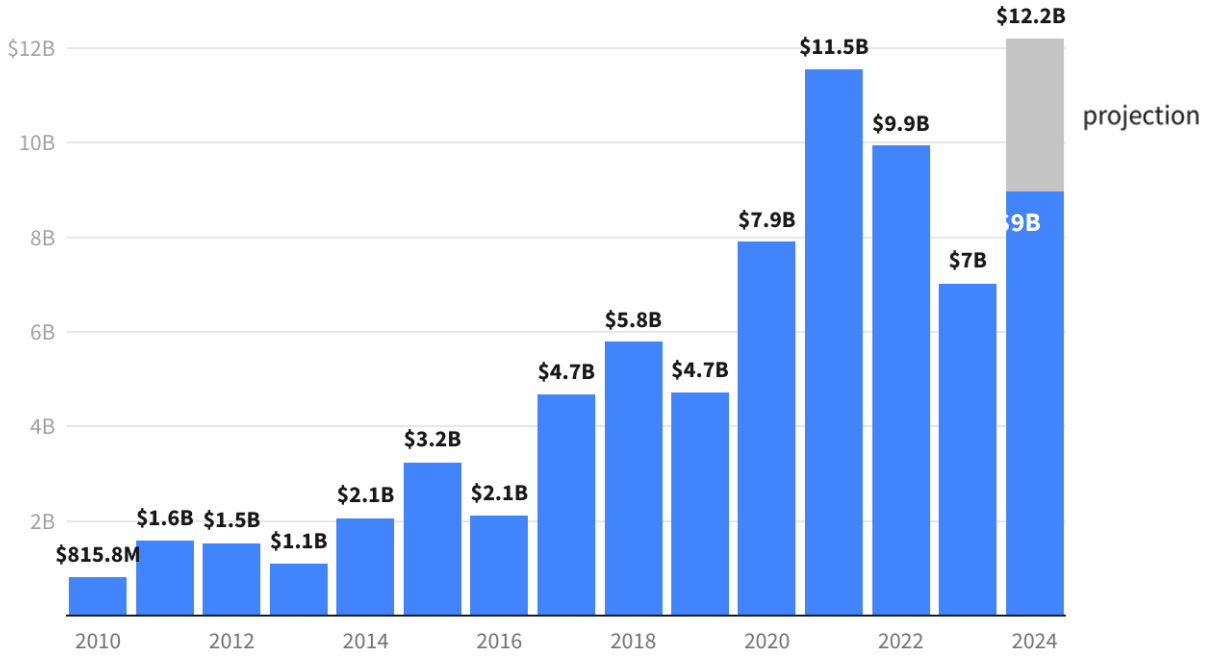


Source: Dealroom.co.

UK VCs have more dry powder than ever before.

On track for record year.

UK new VC funds raised



Source: Dealroom.co. 2024 actual to end of Q3.

1. The good news - the rise of UK tech
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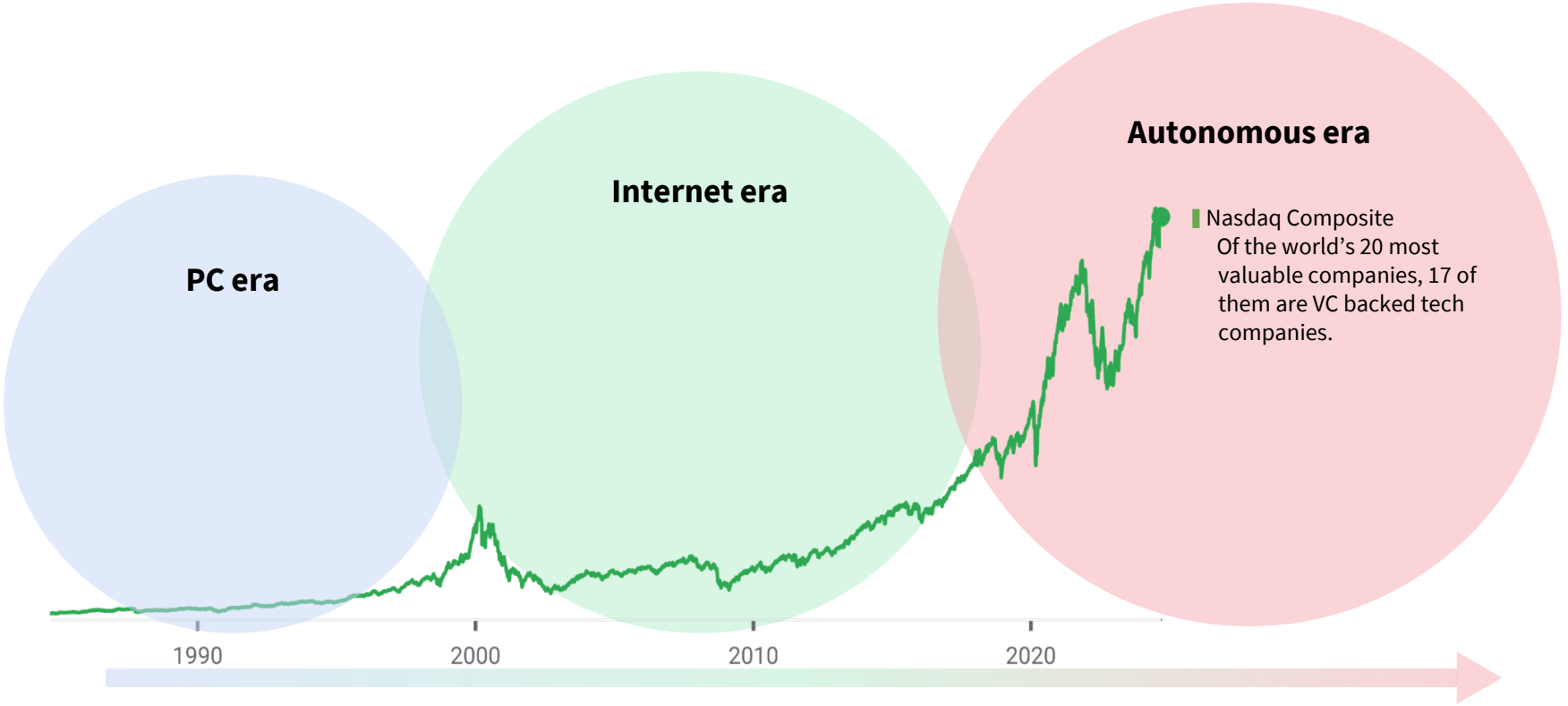
3. The urgency - what’s at stake right now

Entering a new era in tech - the autonomous age.



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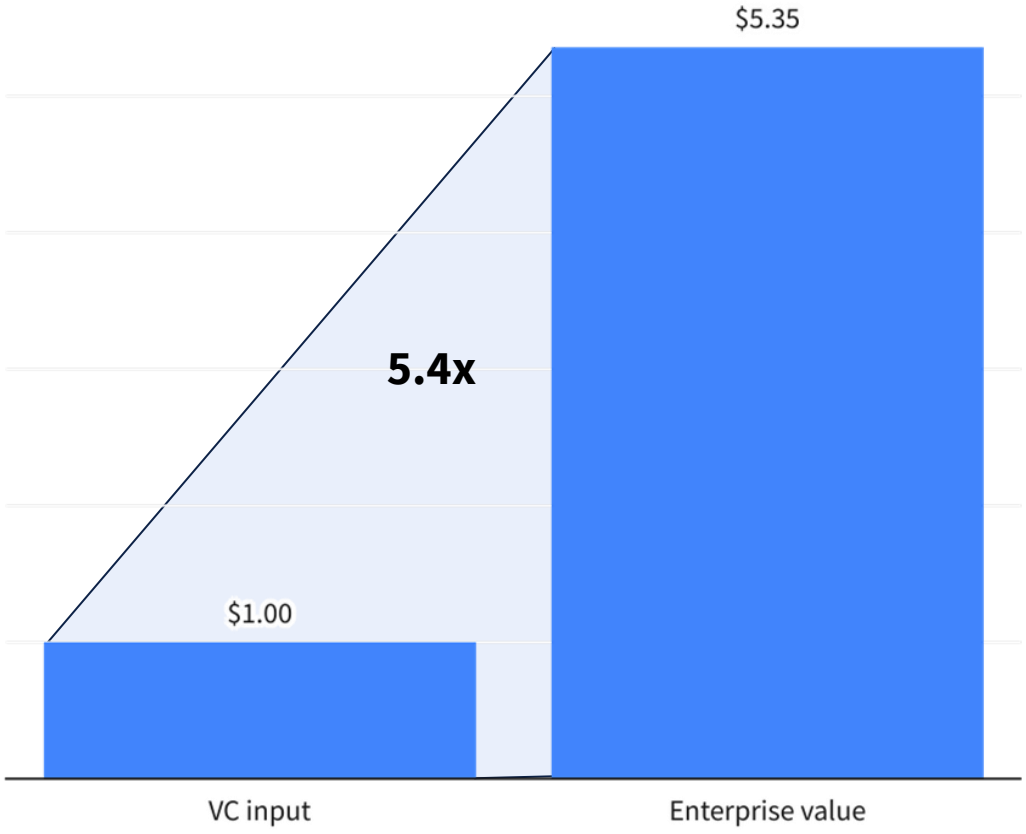
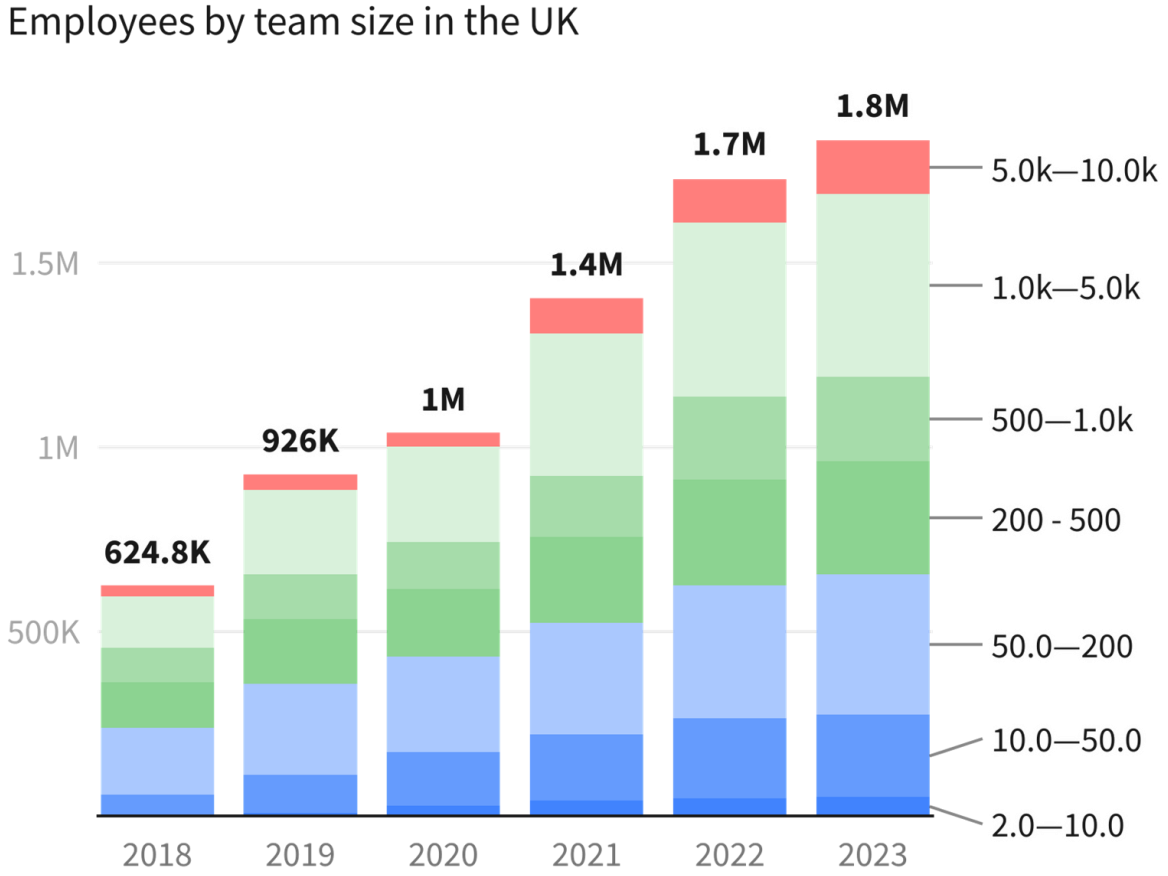


Source: Dealroom.co. Combined tech ecosystem value / all-time VC investment

UK startups employ 1.8M people.

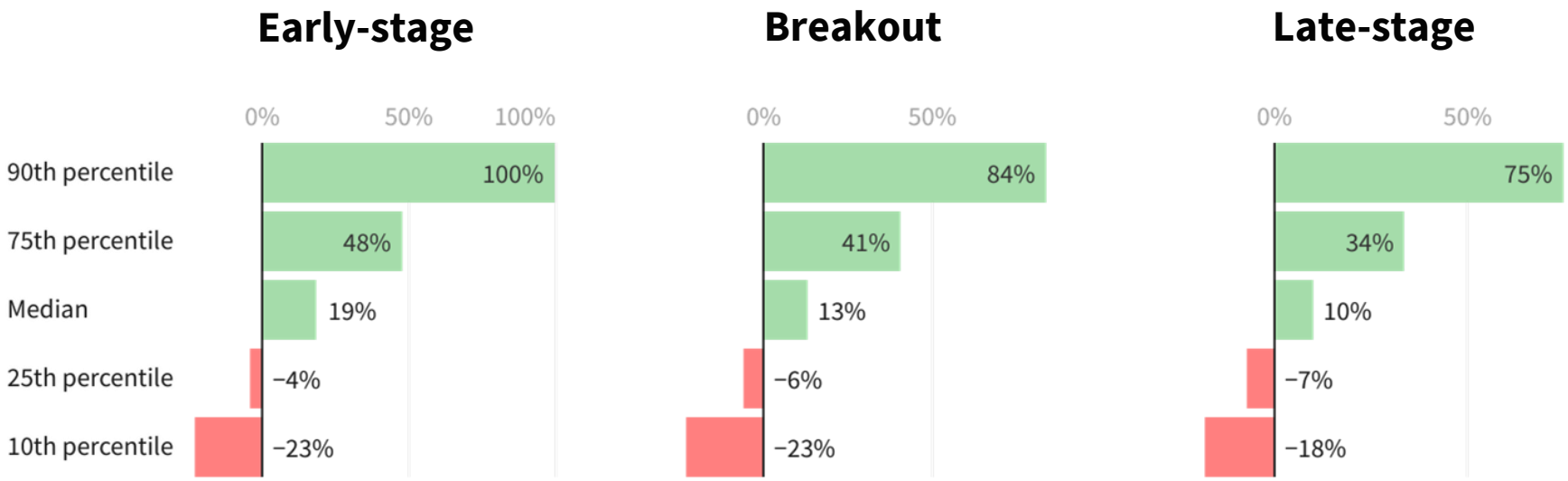
4x job growth since 2018.

90% of startups have <100 employees.



Source: Dealroom.co.

Tech is resilient: most VC-backed startups continued to grow headcount in 2023.

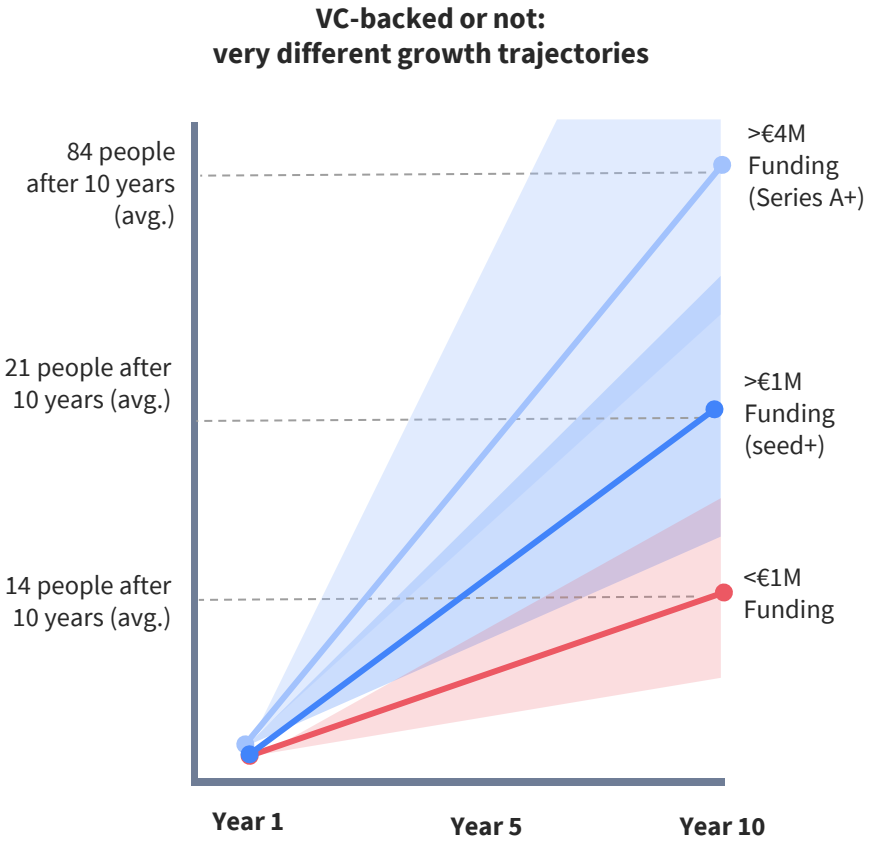


Last 12 months change in headcount

Source: Dealroom.co.

VC-backed startups scale their headcount faster than non-funded companies.

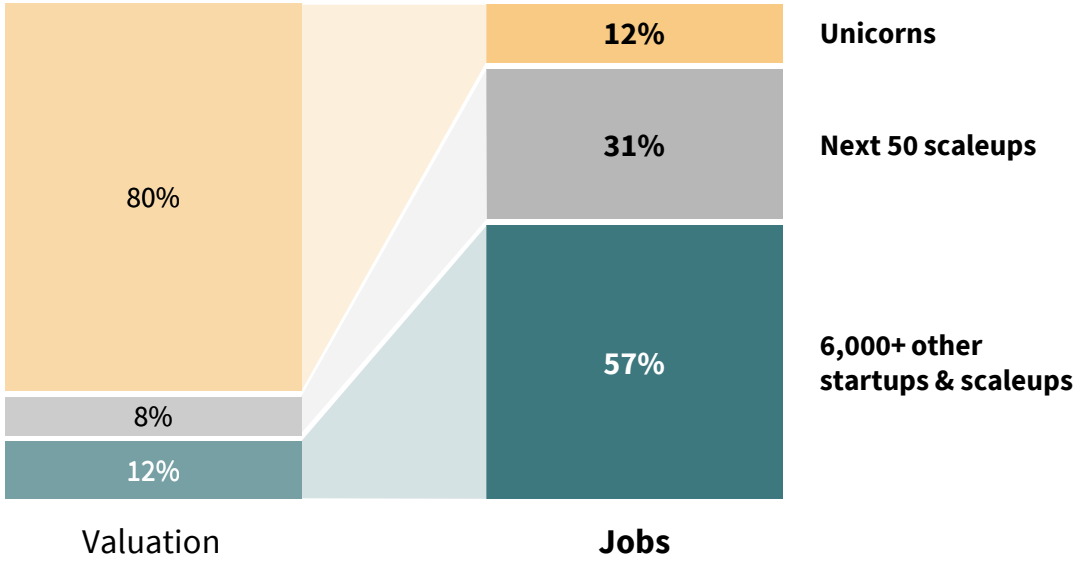
There's a positive correlation between startups and venture capital. On average, startups receiving seed funding scale twice as fast as those that didn't. Series A+ startups grow four times faster.



Source: Dealroom.co. Berlin case study

Though a larger number of earlier-stage startups create the majority of jobs.

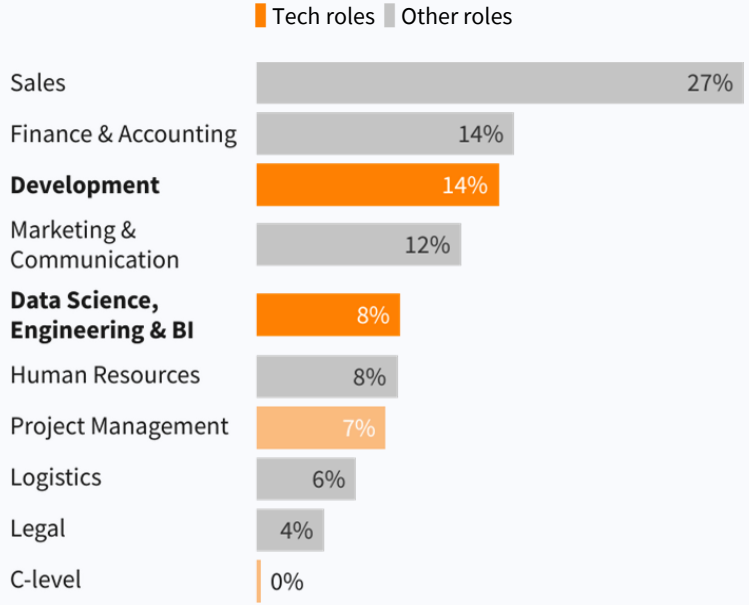
Proportion of Dutch ecosystem valuation and startup job employment by company size



Source: Dealroom.co. Netherlands case study,

Most “tech jobs” are non-technical roles. In 2023, most startup vacancies were for Sales and Finance roles. Technical and product-related roles accounted for 29% of jobs.

% of vacancies by roles at startups globally, 2023
January-November 2023, 0.9M openings



Source: Dealroom.co. Dataset: Global: 1.7M, 0.93M with role classification disclosed. Dev roles include DevOps, iOS & Android Development, Full-stack, Frontend & Backend development roles. MarCom includes Design roles.

Source:

1. The good news - the rise of UK tech
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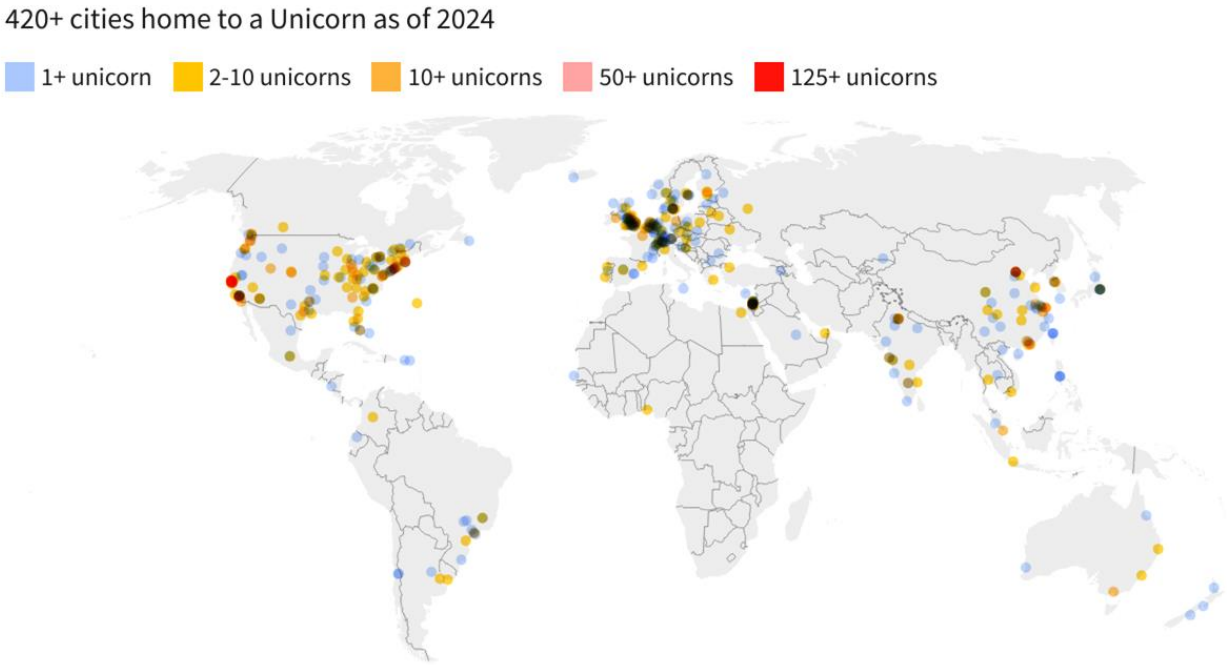
More than 420 cities in the world have produced at least 1 unicorn.

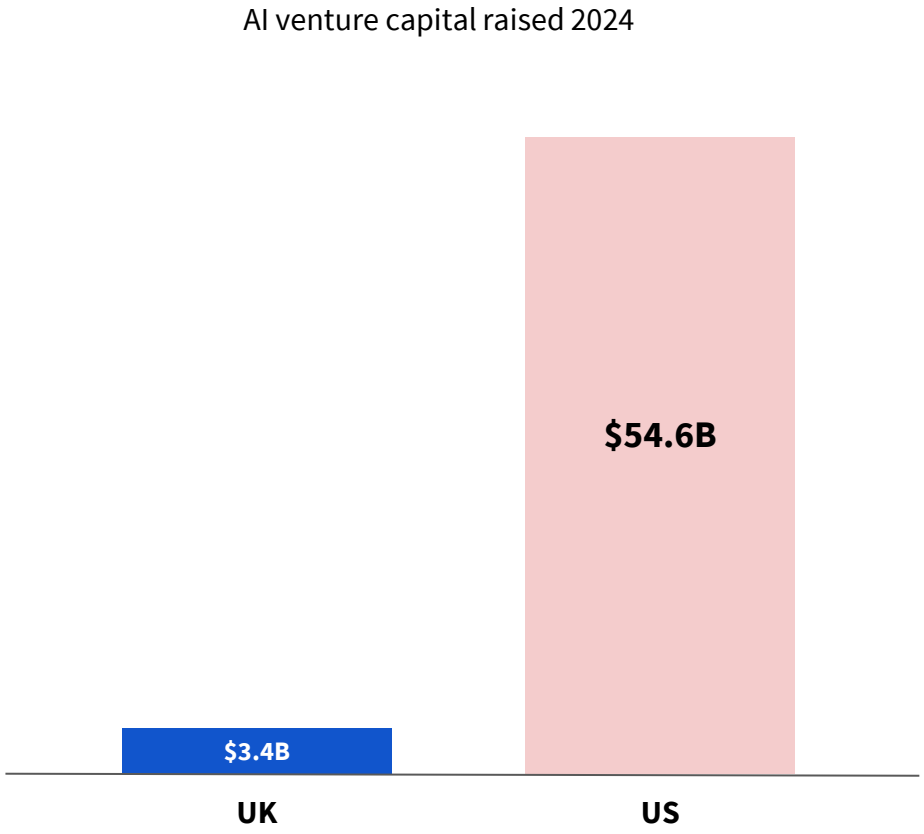
Tech can come from anywhere, and the competition is global.



Source: Dealroom.co

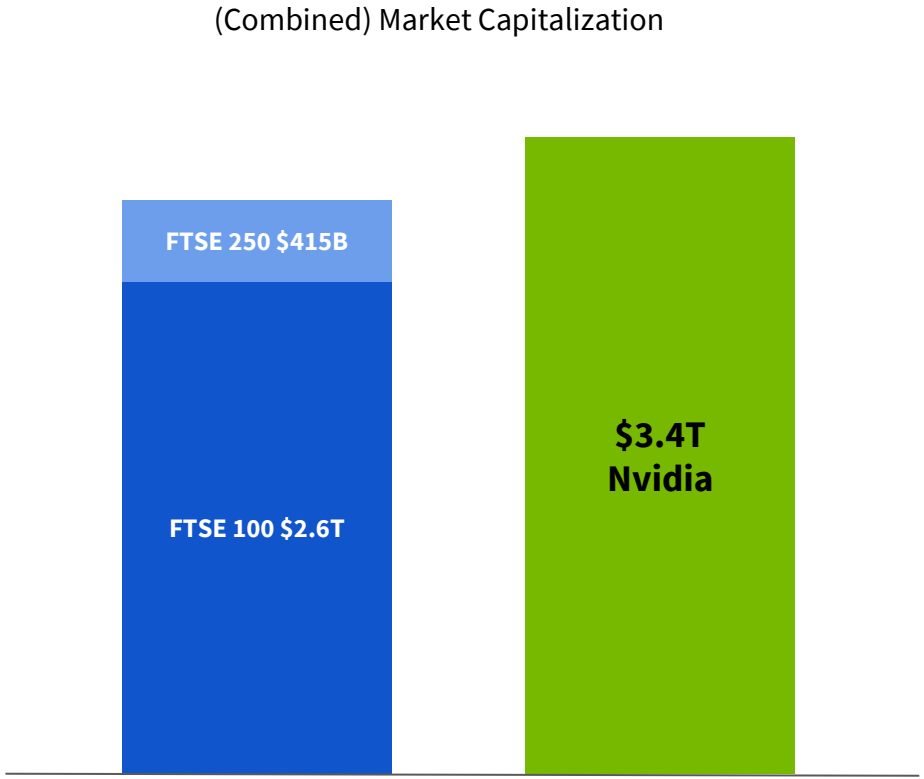
US AI startups have raised 16x the funding of UK startup in 2024.

In key new frontier technology area UK is not yet competing.



Source: Dealroom.co. Data to 6 Nov 2024

Nvidia alone is worth more than the entire FTSE 350.



Source: Dealroom.co. Google Finance

Geopolitics and tech sovereignty

LIVE

Donald Trump sweeps to victory in historic comeback

Trump takes key swing states in a decisive win and his Republican Party gains control of the Senate.

US & Canada

NEWS > FINANCIAL SERVICES

Draghi demands €800B cash boost to stem Europe's rapid decline

"Without action, we will have to either compromise our welfare, our environment or our freedom," former ECB chief says in hotly anticipated report. Read the full paper here.

LISTEN SHARE

The Big Read Globalisation + Add to myFT

Can globalisation survive the US-China rift?

Rivalry between Washington and Beijing has put global trade under intense pressure. But the system is proving more resilient than many expected

111

ost-cold war globalisation began, a succession of shocks rophecies of its demise. The 9/11 attacks, the global lockdowns, Russia's invasion of Ukraine: each brought clog the wheels of global trade.

Europe's quest for 'industrial sovereignty' has gone horribly wrong

A semiconductor renaissance in the Continent is going nowhere

194

WORLD ECONOMIC FORUM

Sign in

SUPPLY CHAINS AND TRANSPORTATION

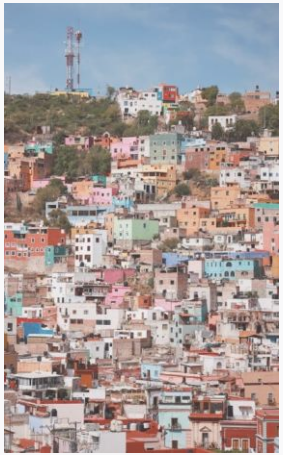
The future of critical raw materials: How Ukraine plays a strategic role in global supply chains

Jul 9, 2024

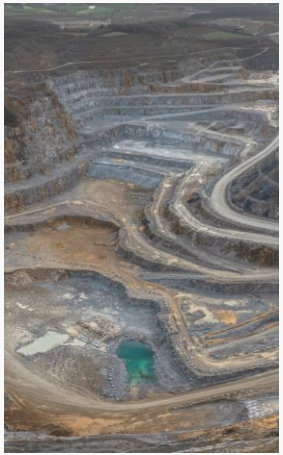
Today's global problems require new scientific & technological breakthroughs to solve.

Deep Tech is instrumental to tackling today's biggest challenges, from climate change and food security to intractable disease.

POVERTY & INEQUALITY



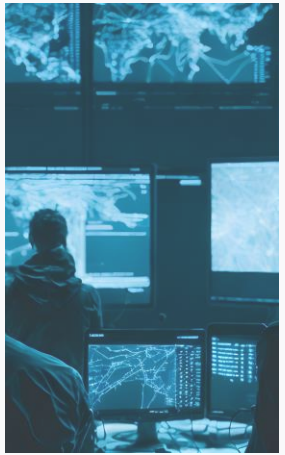
RESOURCE SCARCITY



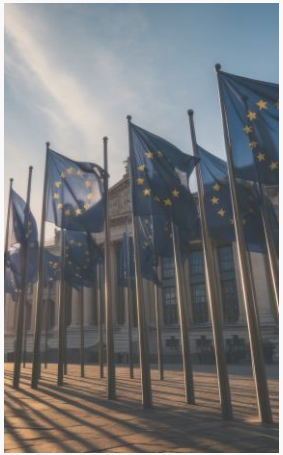
PHYSICAL & MENTAL HEALTH

CLIMATE CHANGE

PRIVACY & CYBERSECURITY



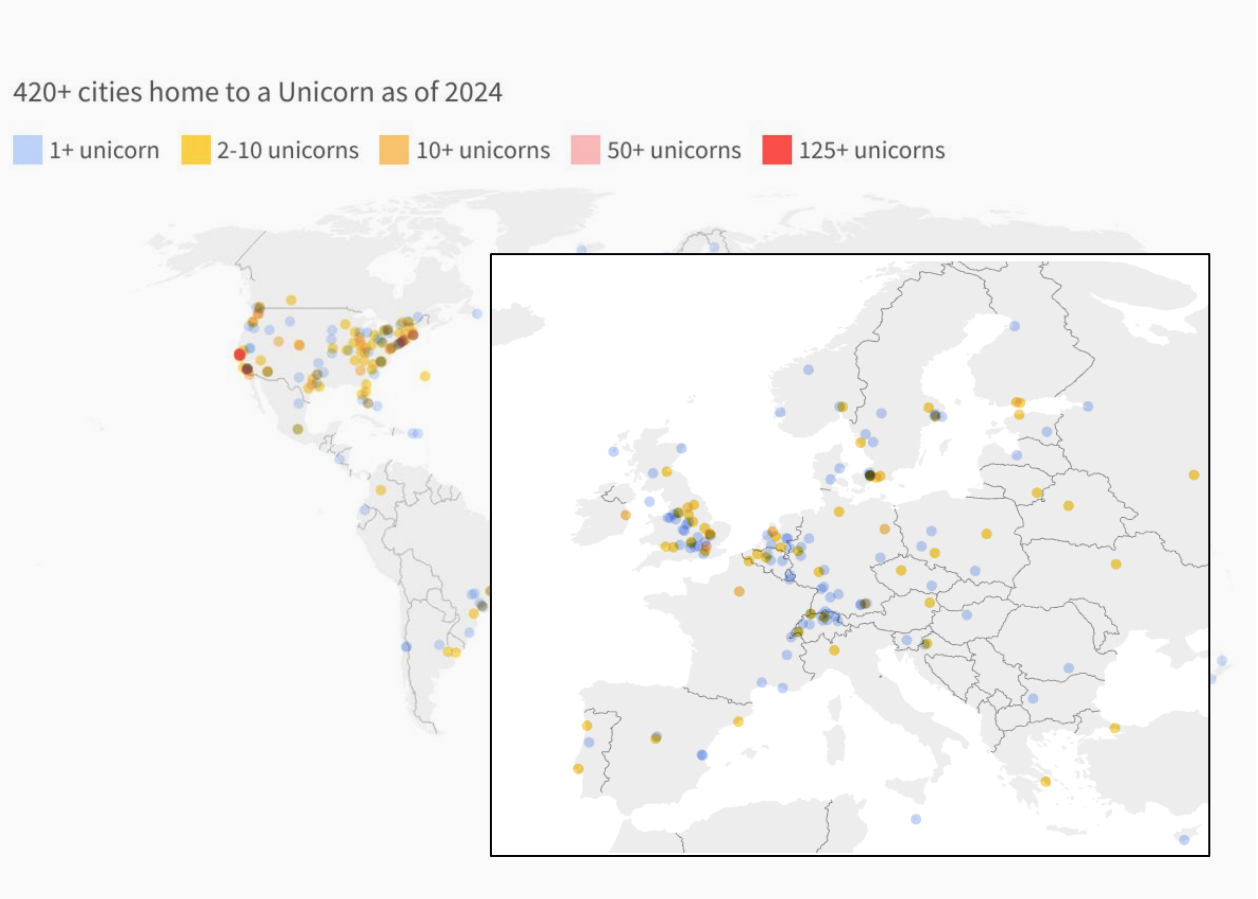
FREEDOM & SOVEREIGNTY



Source: Source: Dealroom.co

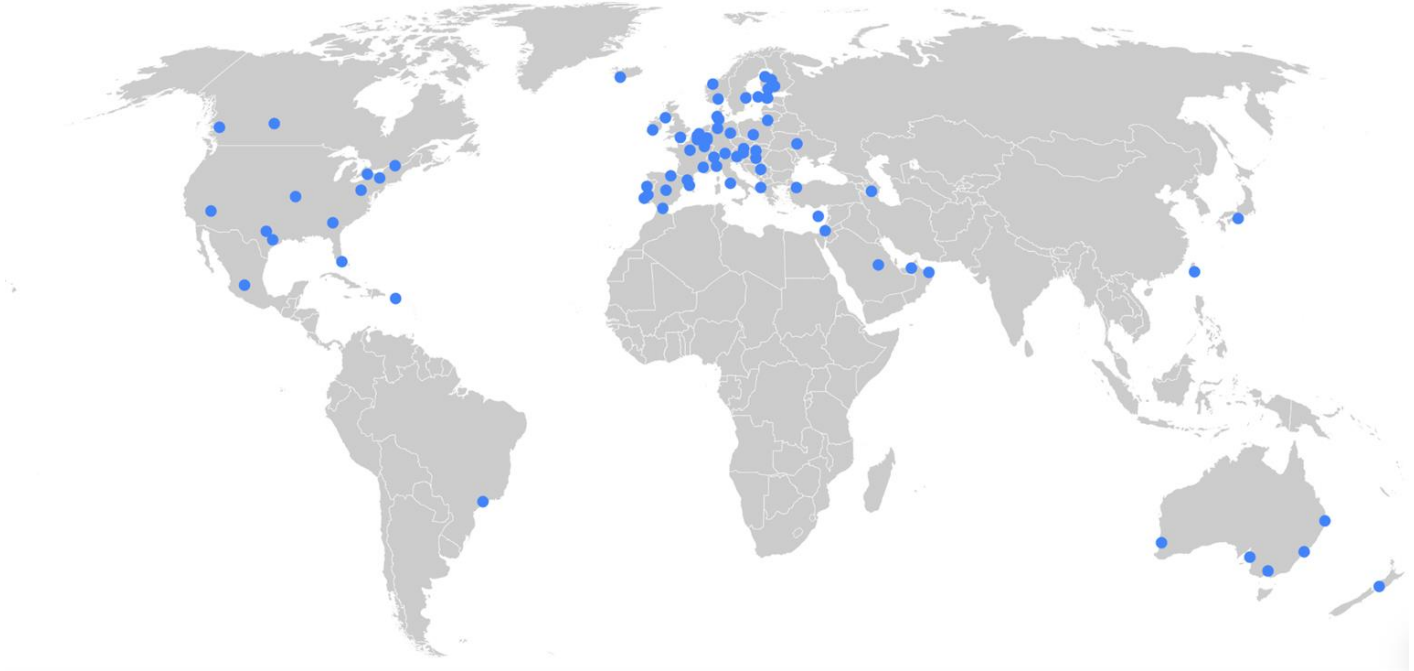
But the UK and Europe *are* well positioned.

If the opportunity is seized.



Source: Dealroom.co

Dealroom works with over 100 local and national governments to help accelerate their startup and innovation ecosystems.



Source: Dealroom.co

How much has the **Glasgow ecosystem grown since launching their platform?**

Since launch in 2022, Glasgow has seen:

117%
growth in enterprise value since launch of the platform in 2022
source

98.4m ⟶ 238m
Funding went from 94.8m in 2022 to 238m in 2023, 151% YoY increase
source

Detecting more early startups and innovations

41
Unicorns

38
Future unicorns

620
Funded startups

2829
companies tracked

invest Glasgow
Glasgow City Council
dealroom.co

Dealroom ecosystem data is already trusted by **national and local UK government**.

Department for Business & Trade

Department for Science, Innovation, & Technology

UK Research and Innovation

Council for Science and Technology

Glasgow City Council

Midlands Engine

South Yorkshire Mayoral Combined Authority

Tech Nation

Ealing

Cardiff Caerdydd

Hull City Council

Barnsley Metropolitan Borough Council

orla@**dealroom.co**

Female Founders Insight Series: Unleashing the SuperScalers

Celebrating the top Female SuperScalers in the UK

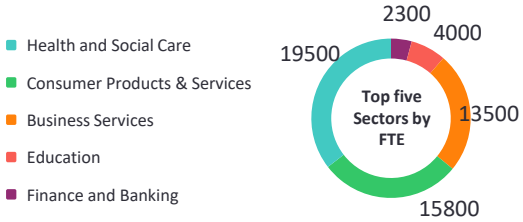
October 2024

Building a better working world

Understanding the basics of the Female SuperScalers who contribute around £7 billion to the UK economy

Across the UK, we have identified 45 Female SuperScalers[1]. These businesses, have made, and continue to make significant contributions to the UK Economy.

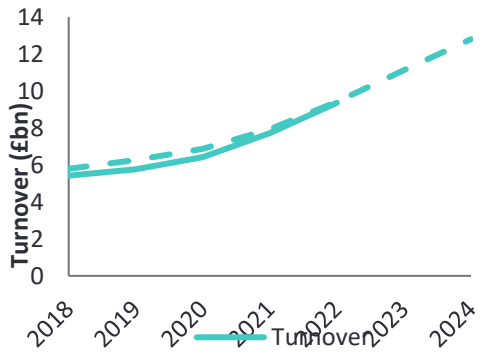
In 2022, these Female SuperScalers contributed an estimated **£6.9bn** to the UK economy[2]. They also employed more than 55,000 people in the same year, representing nearly 0.2% of the entire UK's working population.



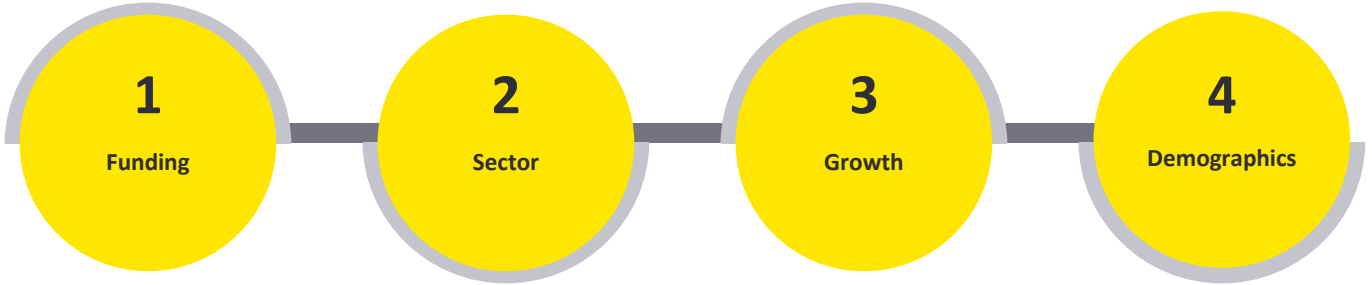
There are also currently 242 companies in the £20mn to £50mn bracket which we believe are the SuperScaler 'Ones to Watch'. Many are high growth companies which may hit £50mn soon, and hence become the new generation of Female SuperScalers.[3]

[1] See definitions on page 22
[2] Business contribution by Gross Value Added
[3] TheDataCity — except where footnoted, data used in this report was provided by TheDataCity

The Top 10 Female SuperScalers are collectively projected to surpass £12bn in turnover by the end of 2024.



There are 4 key factors that have contributed to the success of the Female SuperScalers



Access to funding

- Access to funding has been critical to the success of Female SuperScalers, but female founders still struggle to attract their fair share vs their male counterparts.
- Female SuperScalers have preferred to finance their growth via venture capital.

Sector specialisation

- Female SuperScalers are present in a number of sectors but are particularly strong in Consumer Goods and Services.
- Consumer Goods and Services was the dominant sector by far, both in terms of turnover and absolute numbers of companies.

Growth trajectory

- Female SuperScalers have had steep initial growth trajectories.
- Female SuperScalers have expanded globally.

Demographics and Location

- Female SuperScalers were younger than average when founding their businesses.
- London is a hotspot location.

Access to funding has been critical to the success of Female SuperScalers, but female founders still struggle to attract their fair share of funding vs their male counterparts

Funding

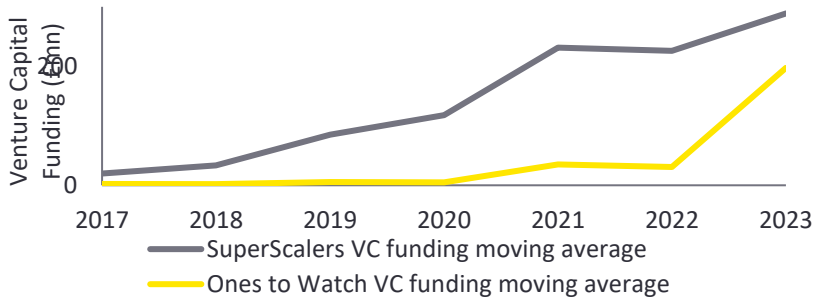
Venture Capital (VC) is a form of funding used by young companies during their initial growth stages. It's a critical ingredient in the success path for start-ups and scale ups to grow and meet their potential.

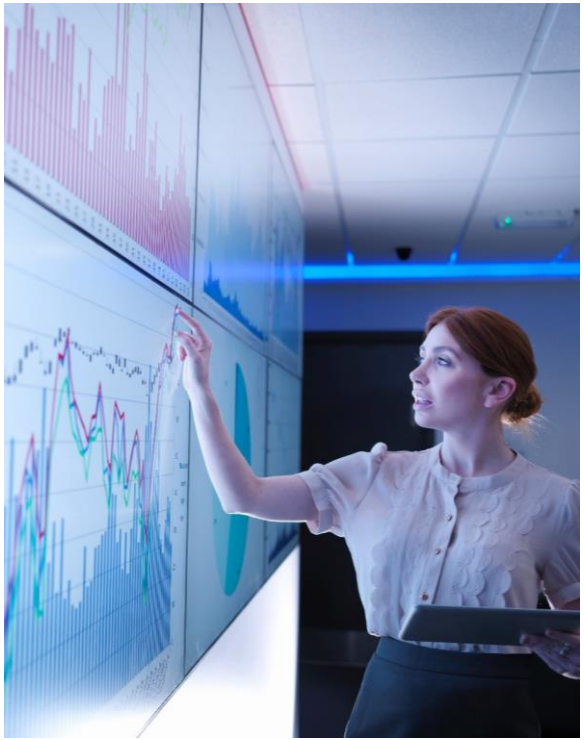
Female SuperScalers have been more successful at attracting this type of funding, with £22mn raised per company, compared with £3.28mn by the Ones to Watch per company.

They have also been more effective at utilising this initial capital to generate profits, with the SuperScalers generating three times higher returns on their venture capital than the Ones to Watch.

This success was achieved in a context where on average, female founded companies still only receive 2p for every £1 invested, compared to 14p for mixed-sex founding teams and 84p for male — only founded entities[1].

The tide is turning for the Ones to Watch, as they increasingly receive Venture Capital funding

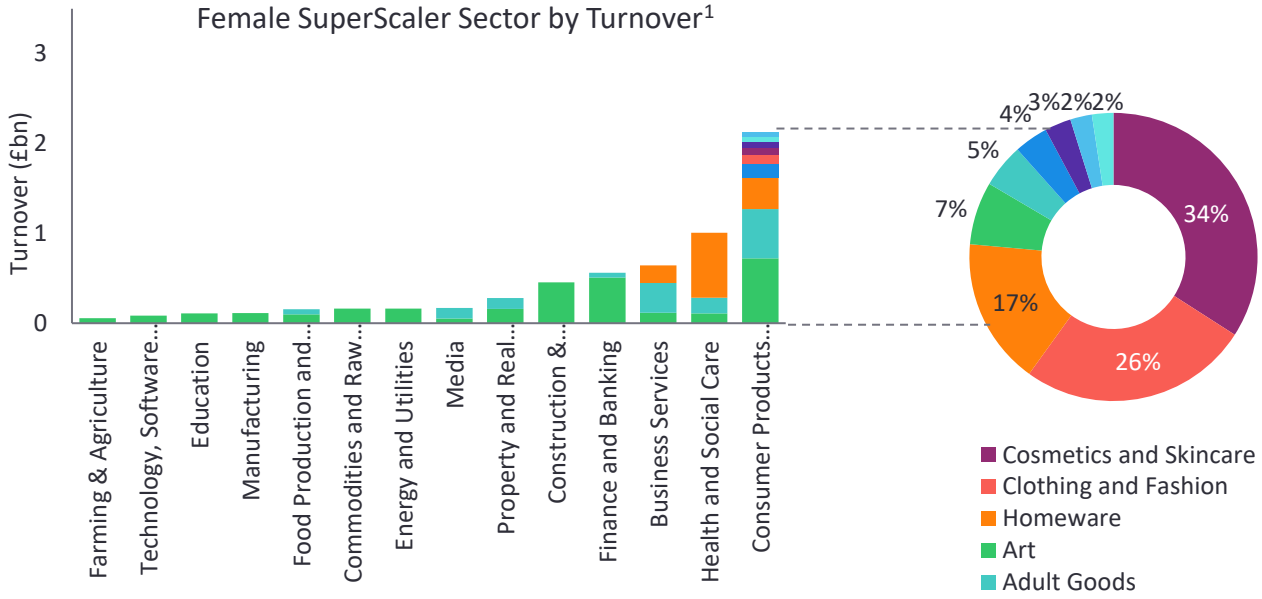




[1] British Business Bank, Small Business Equity Tracker (2023)

Female SuperScalers are present across a diverse array of sectors but are particularly strong in Consumer Products and Services

Sector



[1] N.B. One company has been excluded from this slide for the sake of requested anonymity

Trailblazing together: empowering voices of the SuperScalers who did it

Anne Boden MBE
Founder and CEO,
Starling Bank

“

There is lots more that still needs to be done to make sure the next generation of female entrepreneurs are able to embrace the opportunities that lie ahead and take a major role in building the high growth business that will transform all our lives over the next decade and beyond. **There will be, and indeed already is, a huge amount of money floating around to fund innovative businesses that won't just add value for customers but will transform all of our futures.**

Trinny Woodall
Founder and CEO,
Trinny London

“

More than two decades of experience have shaped Trinny London into the global brand it is today, and we want to pass it on. We're dedicated to helping female founders who are earlier in their journey, and to closing the gender gap in VC funding – whether through our Elevator Pitch series or the business dinners we run for women across the country. **We want to inspire women to feel fearless in trusting their gut and launching the endeavours they've always wanted to**.

Rosaleen Blair CBE
Founder and Chair,
AMS

“

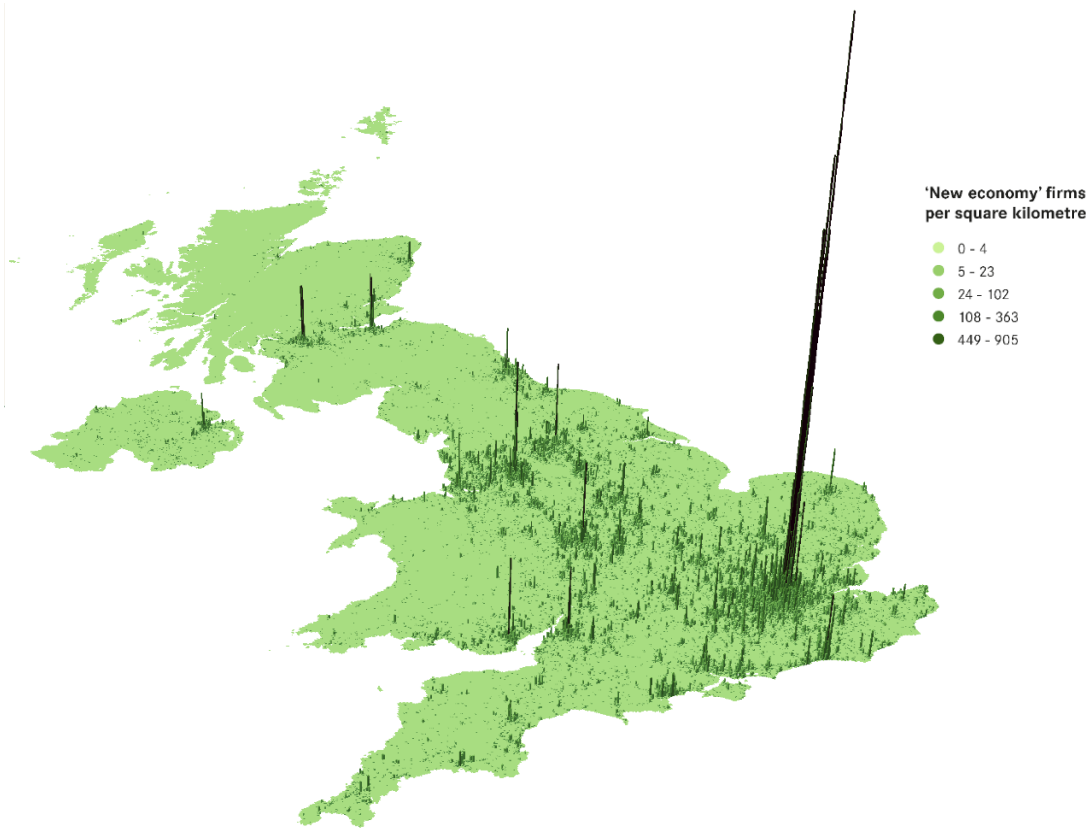
In 1996 I founded AMS to transform the way that blue-chip multinationals attract, engage, and retain top talent. Today AMS is a global business, with 8,000 colleagues in over 100 countries. In 2018 AMS was sold for £820mn, and in late 2019 I moved from CEO to Chair. Along with other philanthropic work, such as the London Irish Centre and Prince's trust, I'm also on the board of Everywoman, which aims at supporting female business leaders. **In this role I have been exposed first-hand to the sheer level of untapped potential of female business leaders in the UK, which I aim to coach and inspire.**

At the frontier: The geography of the UK's new economy

Paul Swinney

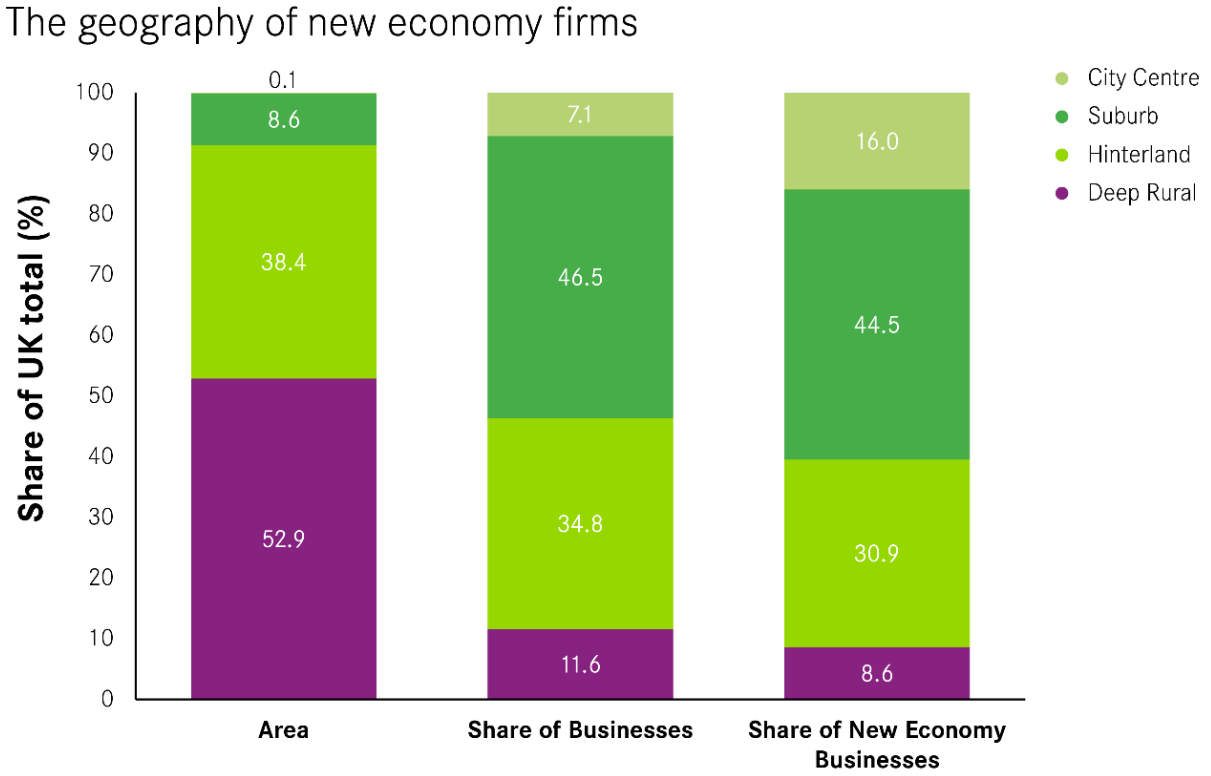
It’s that time again…

The UK’s new economy is spiky



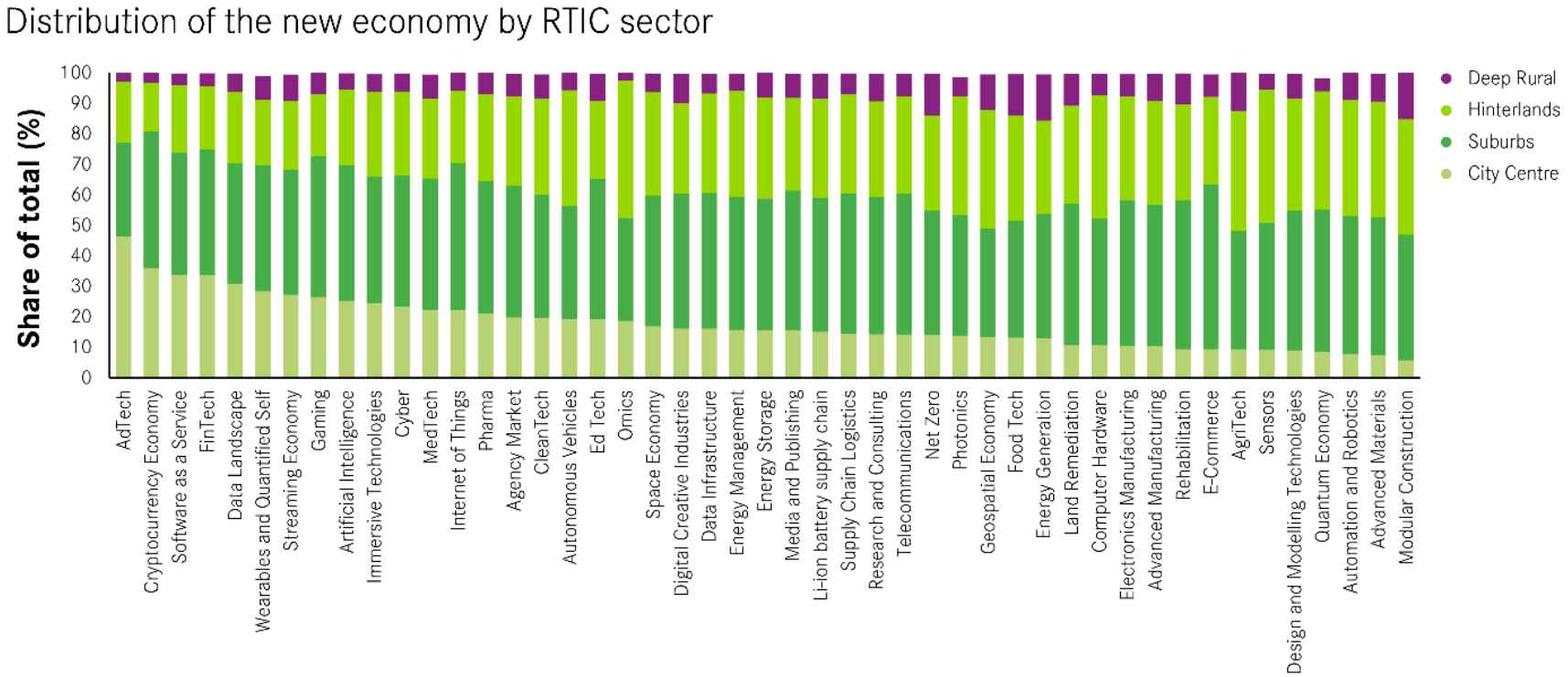
Source: The Data City

It clusters within cities and city centres in particular



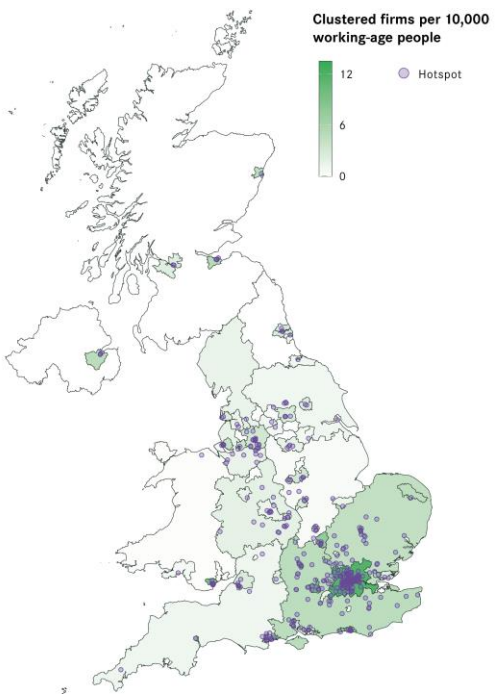
Source: The Data City; ONS

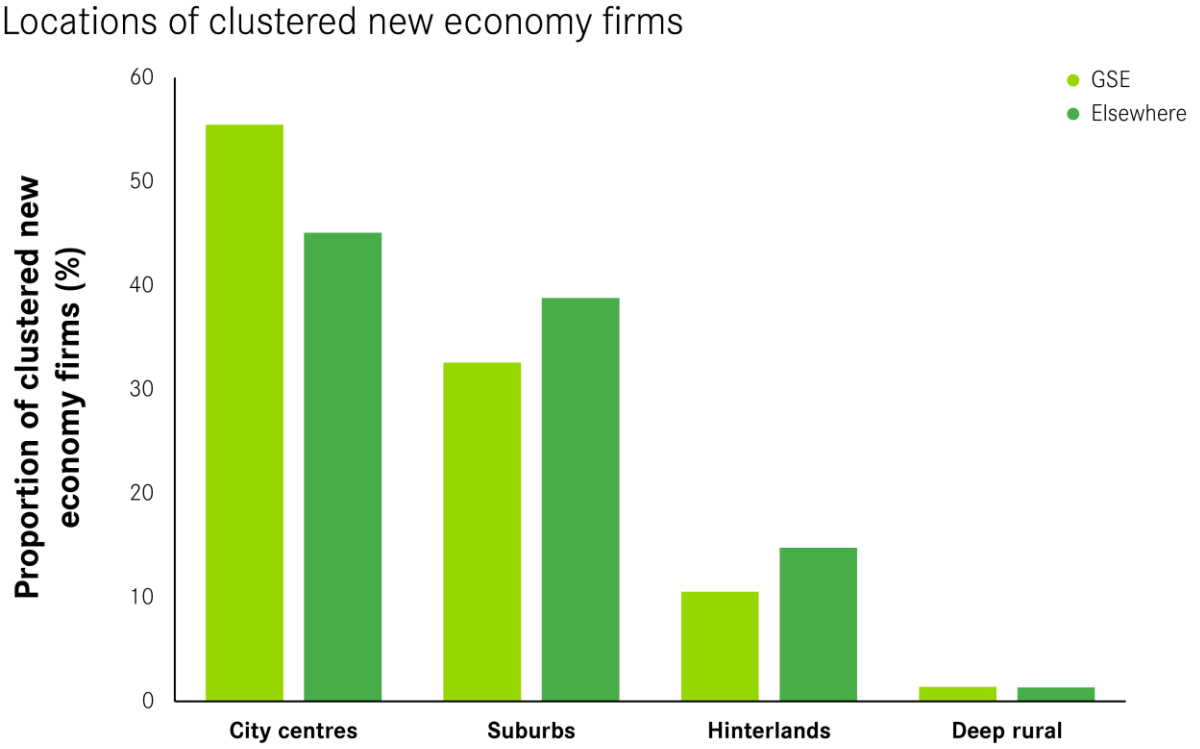
…especially for services activities



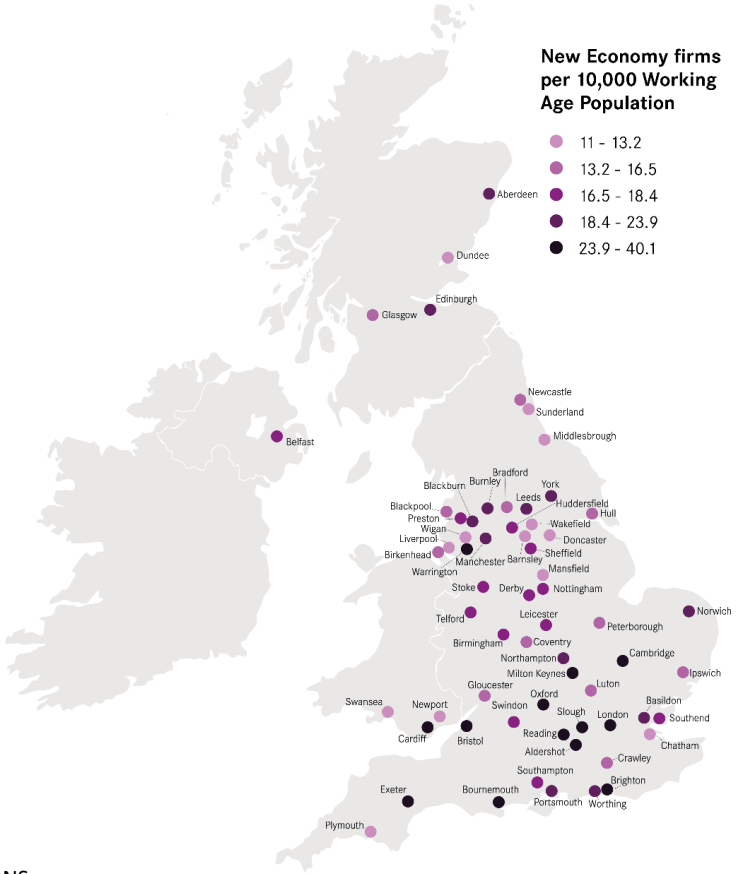
Source: The Data City

Where are the hotspots?





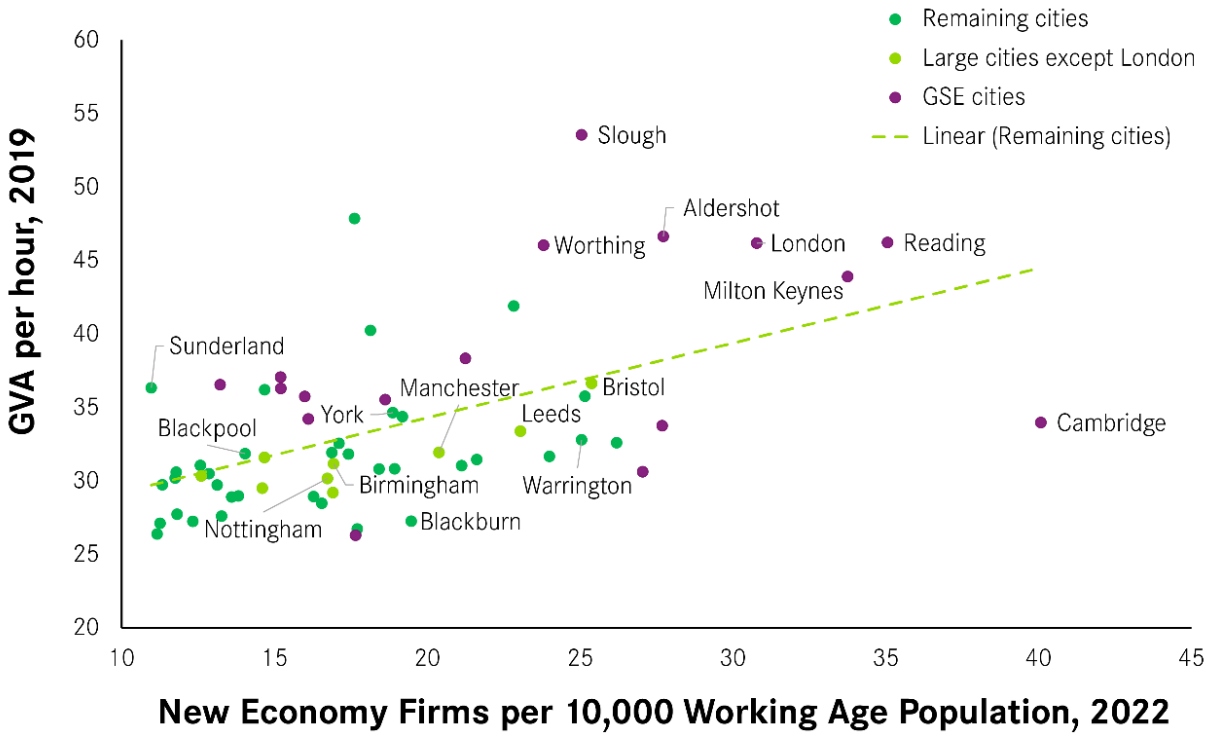
But not all cities are new economy hubs



Rank	City	New economy firms per 10,000 working age population, 2023
10 cities with the highest number of new economy firms		
1	Brighton	46.8
2	Cambridge	43.2
3	London	43.2
4	Milton Keynes	37.0
5	Warrington	34.5
6	Aldershot	33.6
7	Reading	33.4
8	Exeter	33.2
9	Cardiff	33.2
10	Oxford	33.1
10 cities with the lowest number of new economy firms		
54	Bradford	14.7
55	Mansfield	13.8
56	Doncaster	13.5
57	Wakefield	13.4
58	Hull	13.4
59	Barnsley	13.4
60	Newport	12.9
61	Wigan	12.7
62	Middlesbrough	12.4
63	Sunderland	12.4
United Kingdom		25.6

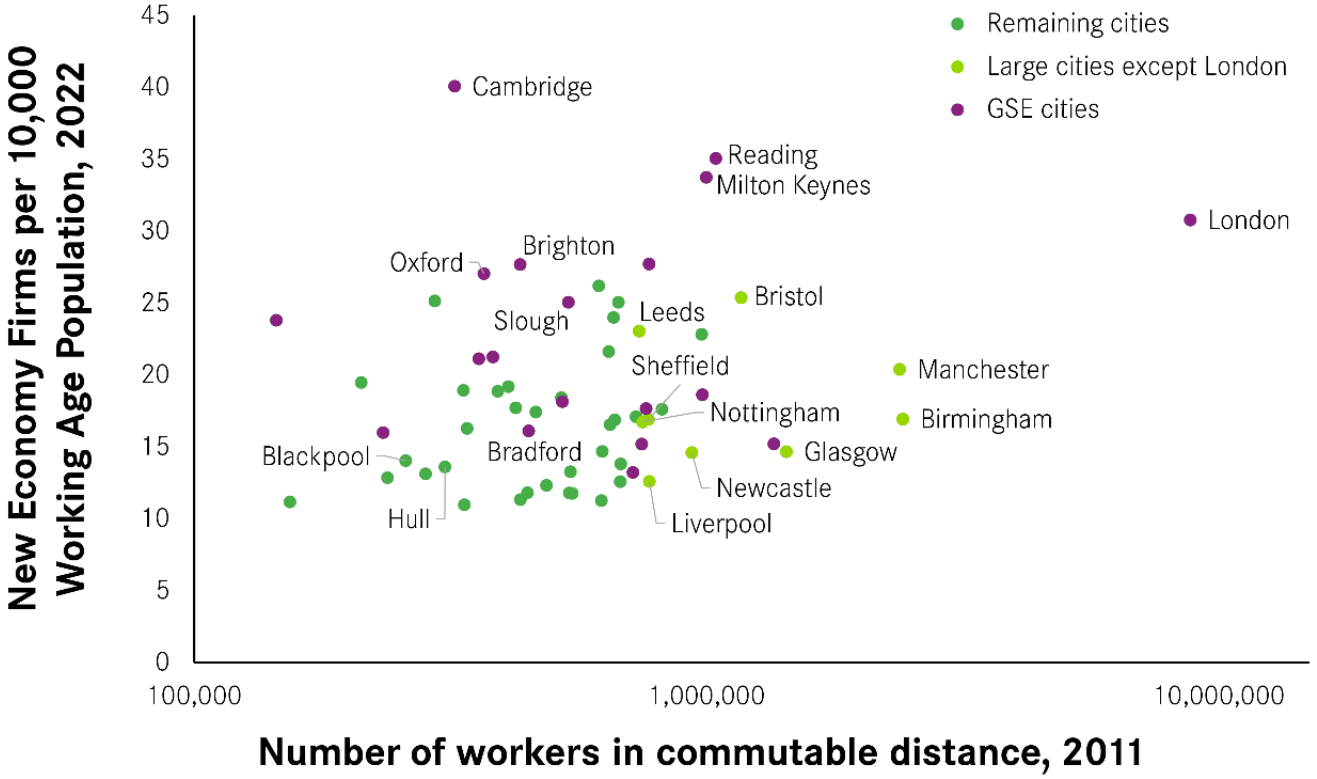
Source: The Data City; ONS

And this impacts their productivity



Source: The Data City

The big challenge for UK plc: big cities lag



Source: The Data City; ONS

Policy implications

- The industrial strategy should **use place as the lens** to encourage new economic growth, and be wary of an overly-specific sector-led approach. Cities are clusters.

- Nationally, making the **big cities more attractive to tomorrow's economy** is the big challenge.

- Locally it is about **improving their potential** to attract tomorrow's economy rather than on talking about today's 'strengths', and where this is likely to be within them.

THE LIFTED PROJECT

The Lifted. Project

Powering an increased flow of capital to UK regional, high growth female founders

REGIONAL DATA + ECOSYSTEMS

Delivered by Lifted Ventures

Lifted.

LLOYDS BANK

panintelligence

datacity

The Lifted. Project

JORDAN DARGUE
CO-FOUNDER
LIFTED VENTURES

ZANDRA MOORE
CEO
PANINTELLIGENCE

NATALIE BOSWELL
REGIONAL DIRECTOR
LLOYDS BANK

ALEX CRAVEN
CEO
THE DATA CITY

Lifted.

panintelligence

LLOYDS BANK

datacity

datacity

Break time!

See you in 30 minutes.

datacity

Session #2

Future-ready workforce:

How can cities prepare for the future?

Will Cookson, Account Director at Lightcast

Duncan Brown, VP for Global Innovation at Lightcast

Lightcast

About Lightcast

Our mission

To unlock new possibilities in the labour market.

Our aims:

Through labour market research, analytical software, and data expertise we help:

- **Education Providers** to connect their provision to the needs of the local labour market.
- **Communities** to create more effective programmes for economic prosperity.
- **Employers** to better understand their own workforce skills and identify talent for future growth.

We’re here to help you!

STRUCTURAL LMI

Official statistics that help us to understand the building blocks of local labour markets

JOB POSTINGS

Data derived from online hiring activity, providing real time and detailed insights on employer demand

PROFESSIONAL PROFILES

Data derived from online professional profiles and opt-in CVs, providing detailed insights on employer supply

SOFTWARE

On-demand, easy to navigate web-based access to key intelligence on jobs, skills and industries

API/SNOWFLAKE

Data access via APIs and Snowflake for complete flexibility to use our data throughout your organisation and in public-facing services

APPLIED RESEARCH

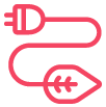
Leveraging the expertise of our economists and data analysts to answer the specific questions and challenges your organisation is trying to solve

Partnership Timeline

- 2020 First became aware of Data City and RTIC's
- 2021/22 Explored how our respective datasets could be connected.
- 2022 Mapped and joined the Lightcast and Data City data platforms at company level
- 2022 First major project - The Chartered Institute for the Management of Sport and Physical Activity(CIMSPA) Microsite
- 2023 Integrated Lightcast UK Job Postings insights into the Data City Data Explorer platform
- 2023 Applied datasets to the analysis of green skills demand in Surrey and North/Mid Hampshire
- 2023 Integrated Lightcast Global Job Postings with Data City RTIC's for a UK Government Department
- 2024 Well established partnership

The context

The rise of AI



Green transition

Digital transformation

Competitiveness

Rapidly changing labour markets

Increasing security

Labour mobility

Work-life balance

Demographic changes

What does it take to have a future-ready workforce?

Future-ready places have…

Future-ready economy	Future-ready foundations	Future-ready innovation	Future-ready demographics	Future-ready people
• Historical growth in employment signal future growth • Tradable sectors drive growth & innovation	• Durable skills are the foundation for innovation	• Growth in recruitment activity signals growth • Demand for disruptive skills signals innovation	• A larger pool of young people protects from shrinking populations • Immigration plays a similar role	• A well educated workforce is better placed to spur and leverage innovation

How can we measure future-readiness?

Introducing the future-ready index

Countries

Australia, France, Germany, Italy, New Zealand, Singapore, Spain, United Kingdom, United States.

Data

A combination of data from official statistics such as EUROSTAT and the Labour Force Survey, and Lightcast proprietary job postings data.

Metrics

We identified metrics to match with each of the future-ready components and combined them to create a future-ready index using z-scores.

Key findings (1)

European cities lagging behind

- No European city - large or small in the top ten.
- First European city is London, in 24th position.
- Demographic changes, the sector make up of the economy, lower historical growth and lower demand for durable skills appear to all be contributing factors behind the comparatively lower readiness of European cities.

Top 10 future-ready large cities

	Nation name	Metro name	Share of Population Under 35	Share of Foreign-Born Population	Share of Jobs in Tradable Sectors	Historical Growth in Demand from Job Postir	Historical Employment Growth	Share of Workers with a BA or More	Share of Demand for Disruptive Sk	Share of Demand for Durable Sk
1	AU	Melbourne								
2	AU	Perth								
3	AU	Sydney								
4	US	Austin								
5	AU	Adelaide								
6	US	Salt Lake City								
7	SG	Singapore								
8	AU	Brisbane								
9	US	San Jose								
10	US	Dallas								

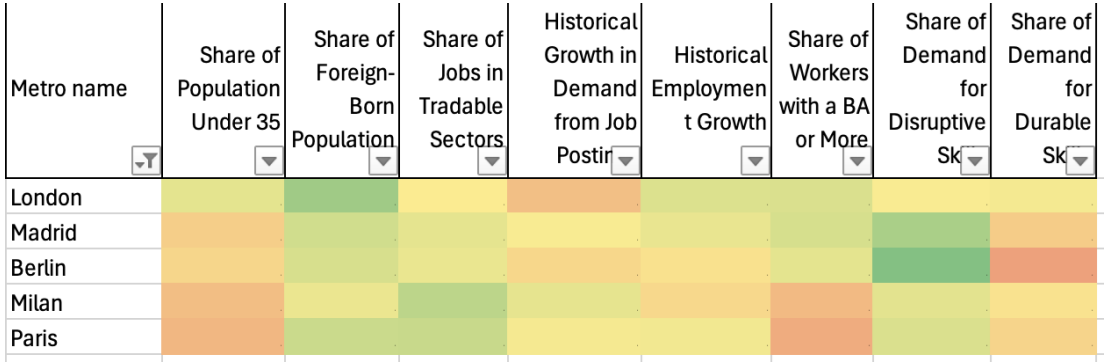
The 10 most future ready European large cities

24	UK	London
31	UK	Manchester
32	ES	Madrid
49	ES	Barcelona
50	UK	Birmingham
52	DE	Berlin
60	ES	Sevilla
67	UK	Glasgow
69	DE	Munich
75	DE	Stuttgart

Key findings (2)

Large differences within Europe by size and location

- No European city scores high on all metrics.
- There are country specific challenges - Southern European countries for example scores consistently lower in terms of young population and workers with degree level qualifications
- But there are also some bright spots - for example some European cities like Madrid and London have an above average share of workers with bachelor degrees and equivalent qualifications.



Metro name	Share of Population Under 35	Share of Foreign-Born Population	Share of Jobs in Tradable Sectors	Historical Growth in Demand from Job Postin	Historical Employment Growth	Share of Workers with a BA or More	Share of Demand for Disruptive Sk	Share of Demand for Durable Sk
London								
Madrid								
Berlin								
Milan								
Paris								

Key findings (3)

UK cities

- Within the UK, Leeds is 17th
- With all countries included, Leeds is 220th.
- Leeds does well compared to other countries on (1) Share of young people (2) Share of foreign born population (3) disruptive skills
- Leeds does lose out compared to other countries in particular in terms of historical growth in job postings and also to a smaller extent in terms of (2) durable skills

Metro name	Final Score	Share of Population Under 35	Share of Foreign-Born Population	Share of Jobs in Tradable Sectors	Historical Growth in Demand from Job Postir	Historical Employment Growth	Share of Workers with a BA or More	Share of Demand for Disruptive Sk	Share of Demand for Durable Sk
Cambridge	0.914								
Oxford	0.621								
Bristol	0.547								
Reading	0.501								
London	0.456								
Coventry	0.448								
Slough	0.406								
Cardiff	0.345								
Liverpool	0.332								
Exeter	0.311								
Manchester	0.306								
Luton	0.298								
Edinburgh	0.250								
Leicester	0.206								
Derby	0.202								
Plymouth	0.181								
Leeds	0.170								
Birmingham	0.163								
Warrington	0.154								
York	0.152								

So what?

What can policymakers do to create future-ready workforces?

Data

- Having a solid evidence base is a game-changer.
- Importance of understanding overarching trends and the granular level.
- The data is there, it is a choice not to use it.

Business competitiveness

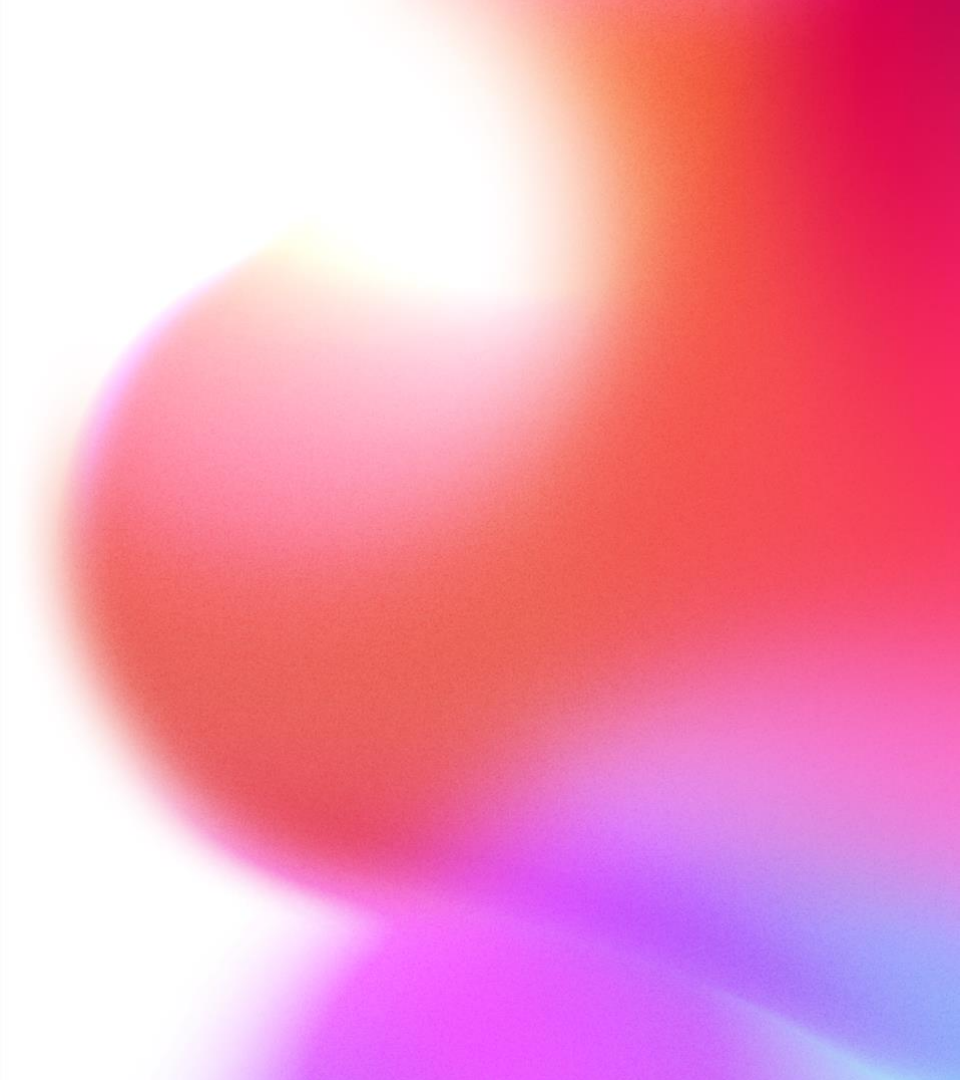
- Investing in innovation is key for growth
- First-mover advantage
- Leverage local differences and build on them.

Talent

- Ensuring businesses have access to the talent they need is essential
- It is more than just about qualifications - skills ever more important
- Soft skills as essential as technical skills

Questions / Observations

Research Reports



Lightcast

The Lightcast Global AI Skills Outlook

AI is changing the world of work ... but not in the way many imagined.

https://lightcast.io/resources/research/the-lightcast-global-ai-skills-outlook

Lightcast

The Lightcast Digital Skills Outlook 2024

An insight-driven view of digital skills trends across key global labour markets.

https://lightcast.io/resources/research/the-lightcast-digital-skills-outlook-2024

Thank you! Any questions?

Contact details:

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Duncan Brown - VP Global Innovation - duncan.brown@lightcast.io

Web: Lightcast.io

Mapping the manufacturing Supply Chain

Dr. Daniele Marini

07 November 2024

UKRI Innovate UK
University of Sheffield AMRC Advanced Manufacturing Research Centre
cpi
mtc where progress happens
National Composites Centre
NMIS National Manufacturing Institute Scotland
Nuclear AMRC
WMG The University of Warwick

Who we are

Established by Innovate UK in 2011, HVM Catapult is a group of research development and innovation centres transforming UK manufacturing

Working through and with our centres, we help to move the world-leading research of UK universities towards commercial uses

We are also part of the wider Innovate UK Catapult Network, where we help to co-ordinate the broader innovation landscape in the UK

Our purpose

HVM Catapult's seven innovation centres **lead a collaborative alliance** of research institutions, government and industry **to accelerate industrial transformation and develop the new skills** that will **boost economic growth.**

Industrial transformation for the UK

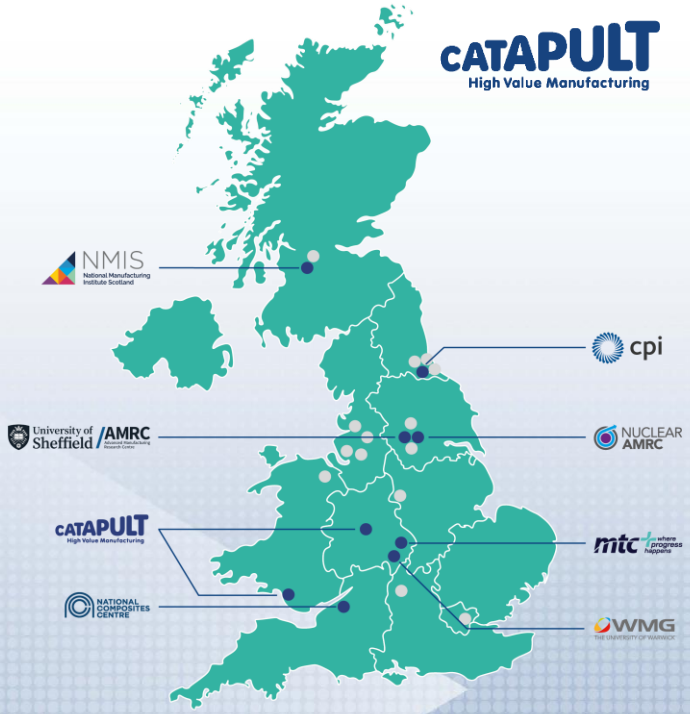
Net zero presents a unique opportunity for UK industry to **drive economic growth across the UK.**

To seize that opportunity, we need the **industrial transformation** to allow our pioneering R&D leadership and technology innovation to be turned into world-leading commercial reality.

Through this we can:

- **build resilient supply chains**
- **create new jobs, skills and prosperity for our citizens**
- **deliver productivity and growth for the UK economy**
- **level-up the UK's nations and regions**
- **access new global markets and encourage inward investment.**

The High Value Manufacturing Catapult



Since 2011:

Worked with
30,605
companies

Worked with
17,573
SMEs

12,582
collaborative and commercial projects

Our impact

5,800+

businesses work with the HVM Catapult each year

seeking solutions to a problem, or new ideas for new products, processes or services

2,800+

ideas translated into commercial projects with companies each year

60%

of our business partners are SMEs

900+

engagements with UK academic institutions each year

to pull cutting-edge research into UK manufacturing

Industrial transformation: strategic priorities

HVM Catapult and its seven centres are **addressing four strategic priorities:**

Net Zero: Industrial Sustainability

Investing in systems change, including design, materials, digital and AI

Healthy Living

Driving engineering biology, agritech and health tech development and scale up

Net Zero: Clean Energy Transition

Creating UK clean energy supply chains: electrification, wind, hydrogen and nuclear

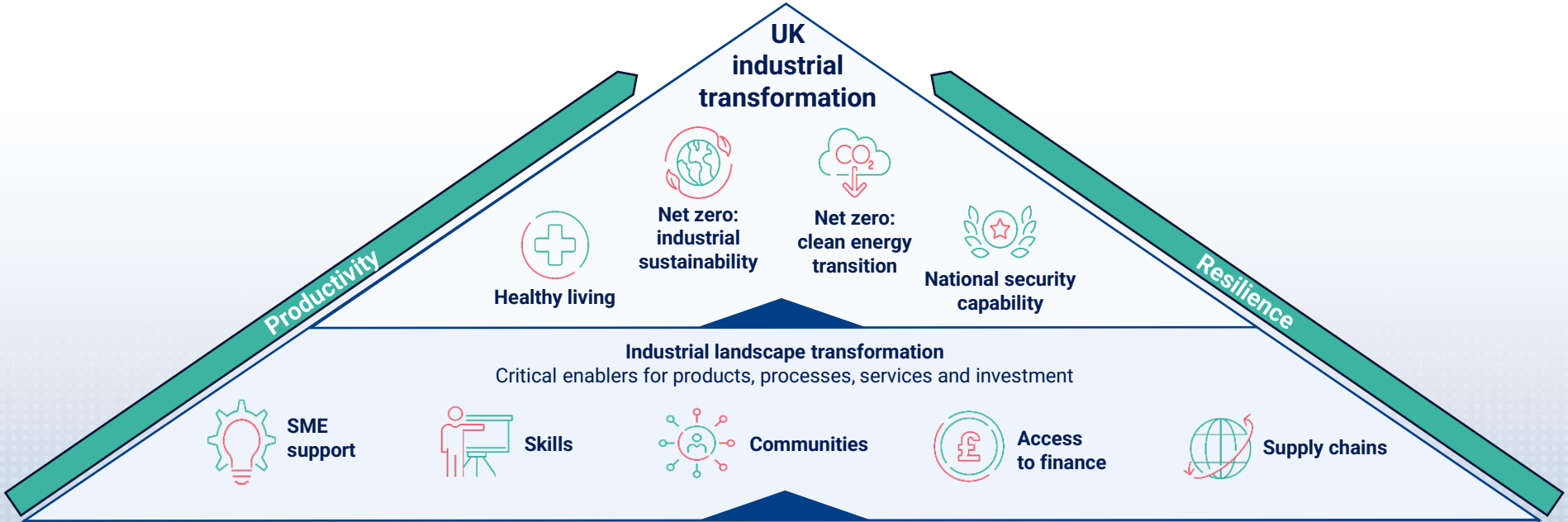
National Security Capability

Advancing defence and security product design, engineering and manufacturing, emergency response and preparedness

Driving industrial transformation on national strategic priorities

CATAPULT High Value Manufacturing

HVM Catapult maximises economic and social impact working collaboratively across seven technical research centres



University of Sheffield AMRC Advanced Manufacturing Research Centre

cpi

mtc Manufacturing Technology Centre

CATAPULT High Value Manufacturing

NATIONAL COMPOSITES CENTRE

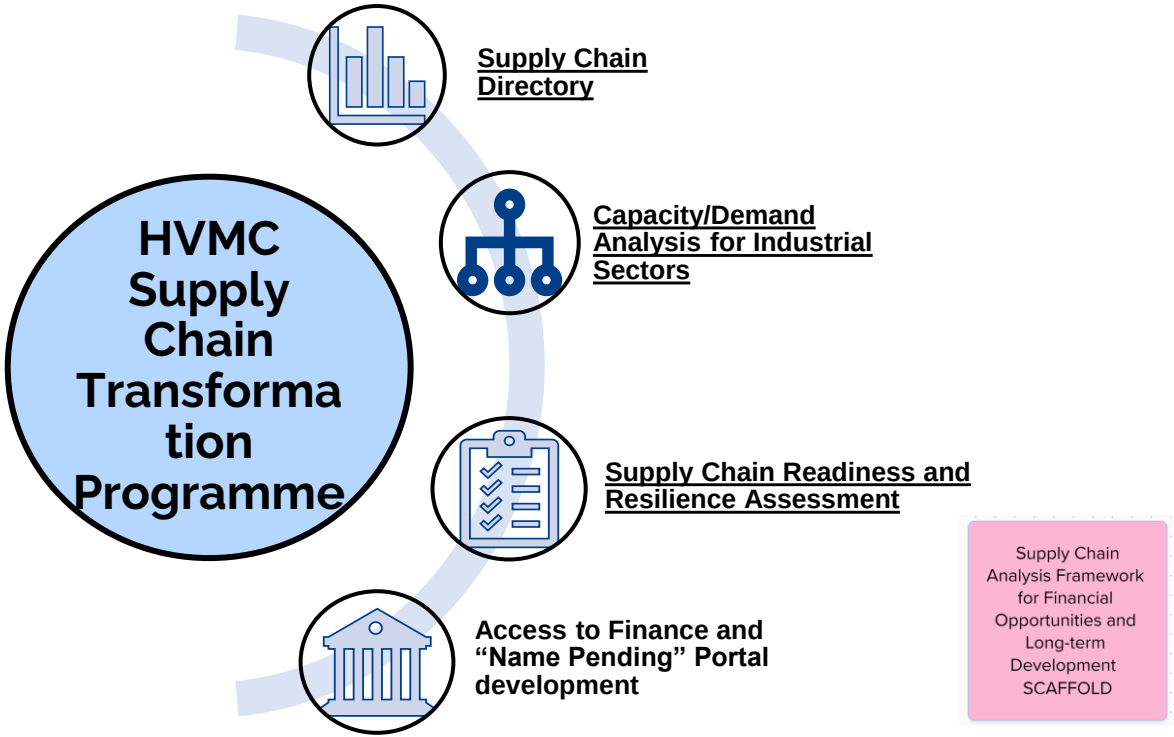
NMIS National Manufacturing Institute Scotland

NUCLEAR AMRC ADVANCED MANUFACTURING RESEARCH CENTRE

WMG THE UNIVERSITY OF WARWICK

HVMC: Supply Chain Transformation Program (23/24, 24/25)

HMVC network is developing a strategic program that includes the development of digital tools to facilitate the supplier capabilities capturing, sector/opportunities profiling, supply chain analytics and intervention facilitation



Supply Chain vs Supply Base

Supply Chain vs Supply Base

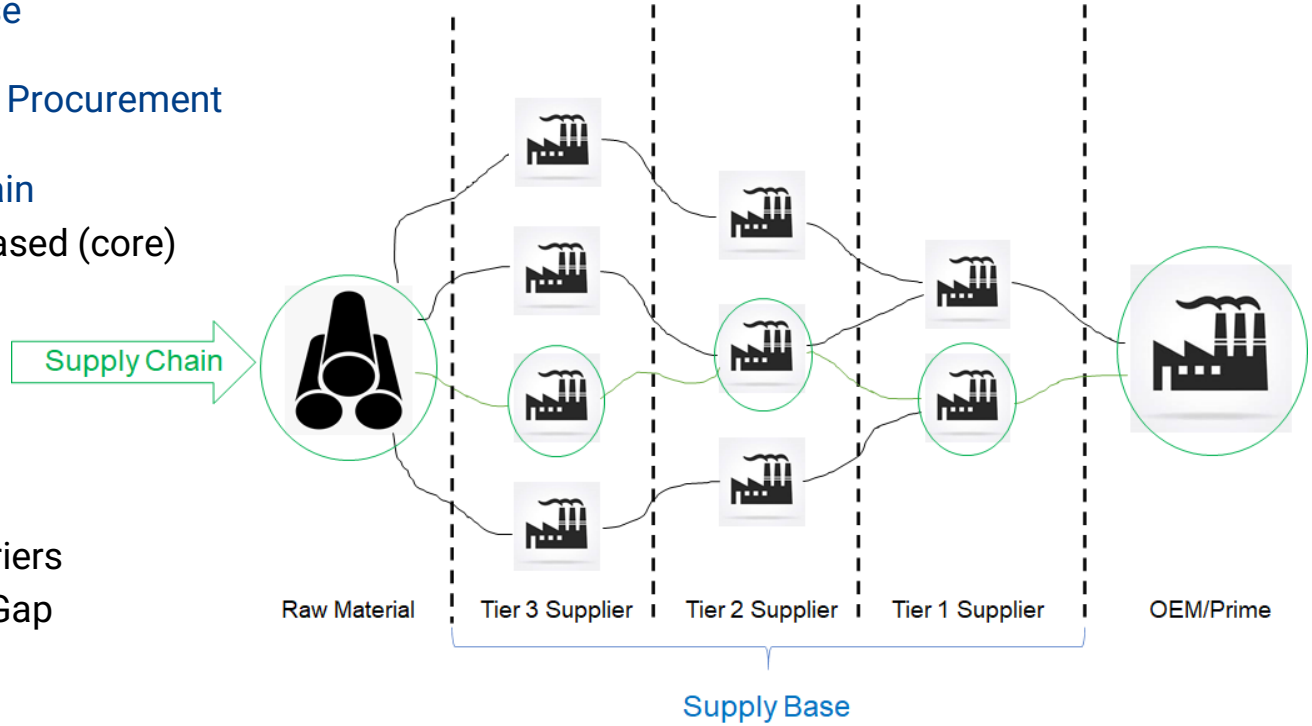
SC is NOT just Logistic and Procurement

Opportunities in Supply Chain

- Product/Service based (core)
- Resource based

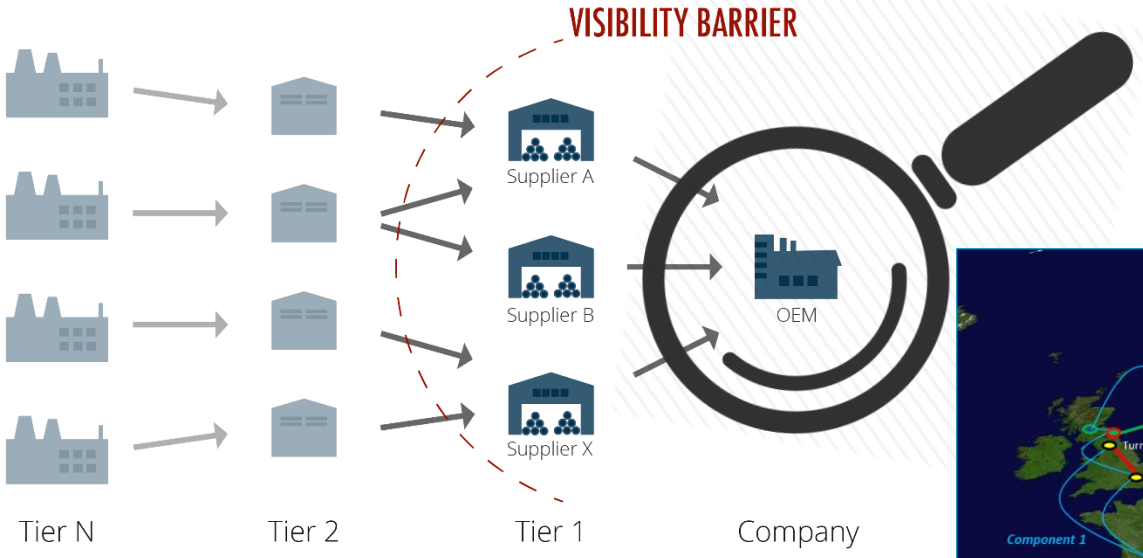
Barriers to Opportunities

- Filtering Barriers
- Business Barriers
- Financial Barriers
- Technological Barriers
- Skills/Knowledge Gap



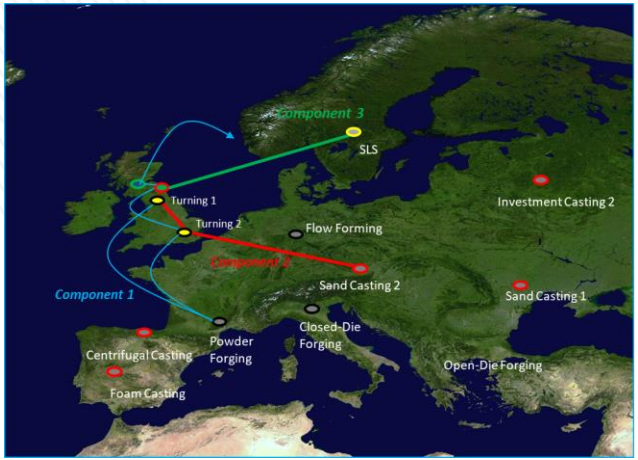
Supplier Capabilities are **DECISIVE!**

Supply Chain: Visibility and Decision Making

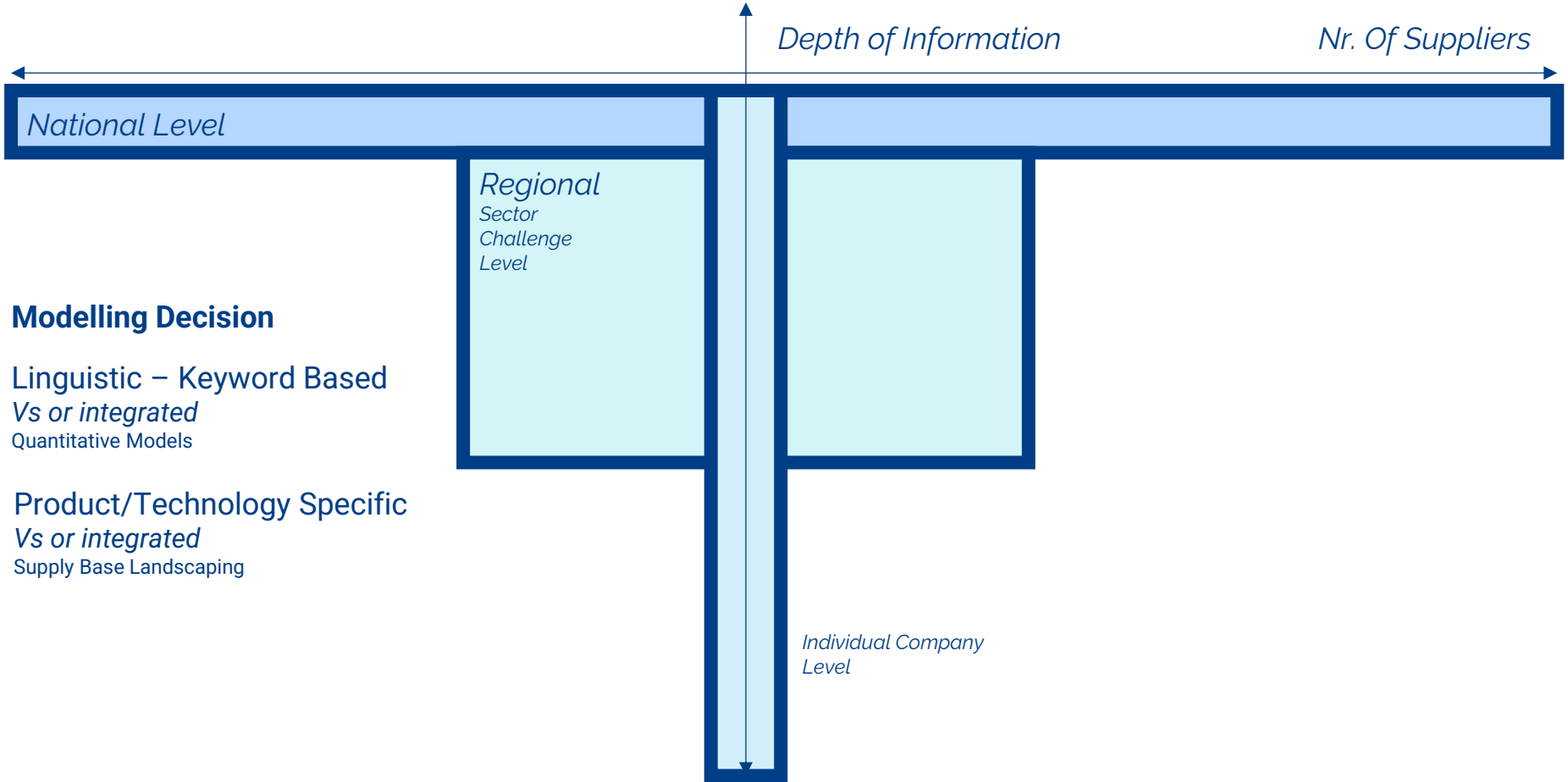


Different Visibility barriers appear at different levels of the Supply Chain

Decision making is influenced by the visibility of suppliers, available technologies and market requirements



The SC Information Dilemma

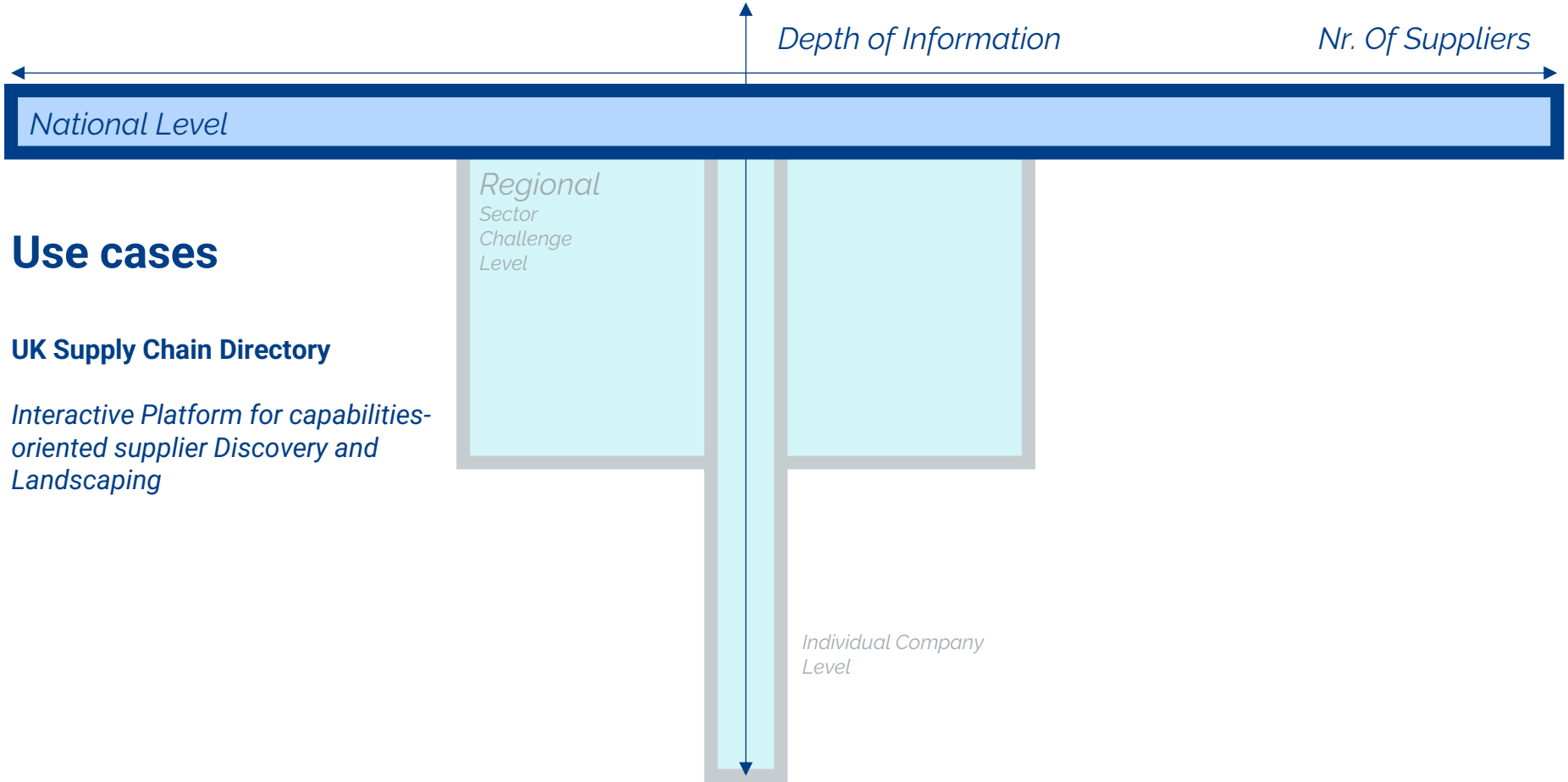


Modelling Decision

Linguistic – Keyword Based
Vs or integrated
Quantitative Models

Product/Technology Specific
Vs or integrated
Supply Base Landscaping

UK National Level



Use cases

UK Supply Chain Directory

Interactive Platform for capabilities-oriented supplier Discovery and Landscaping

UK Supply Chain Directory - Vision

Government and Innovation Centre stakeholders

The **free to use** supply chain directory tool will act as a **one stop shop** on **company information**, we will bring stakeholders together to provide a **digitally enabled consensus view of the truth.** It will be a **perpetually updated**, simple to use **cloud-based system** which will enable you to gain increased visibility of the UK manufacturing sector and make the **right actionable insights**

Manufacturers and Trade Body stakeholders

The **free to use** supply chain directory tool will act as a **one stop shop** on **company information**, enabling you to **easily find companies to compliment your business;** via sector, **technology** or geography. Unlike other systems, we are **not only limited to SIC codes** either, we have **expertly crafted sector groupings** enabling you to manage supply chain risks and match supply and demand by identifying the **right suppliers** and **customers** quickly and easily.

UK Supply Chain Directory – User Needs

A platform that enhances connectivity and efficiency across the UK supply chain ecosystem by targeting needs with actionable insights to build **resilience** into industrial Supply Chains for:

1. **Manufacturing companies and industrial suppliers:** Boosts visibility and allows easy updates to profiles for accurate capability representation. Provides representation and capability insights, supporting growth, supply opportunities and investment attraction.

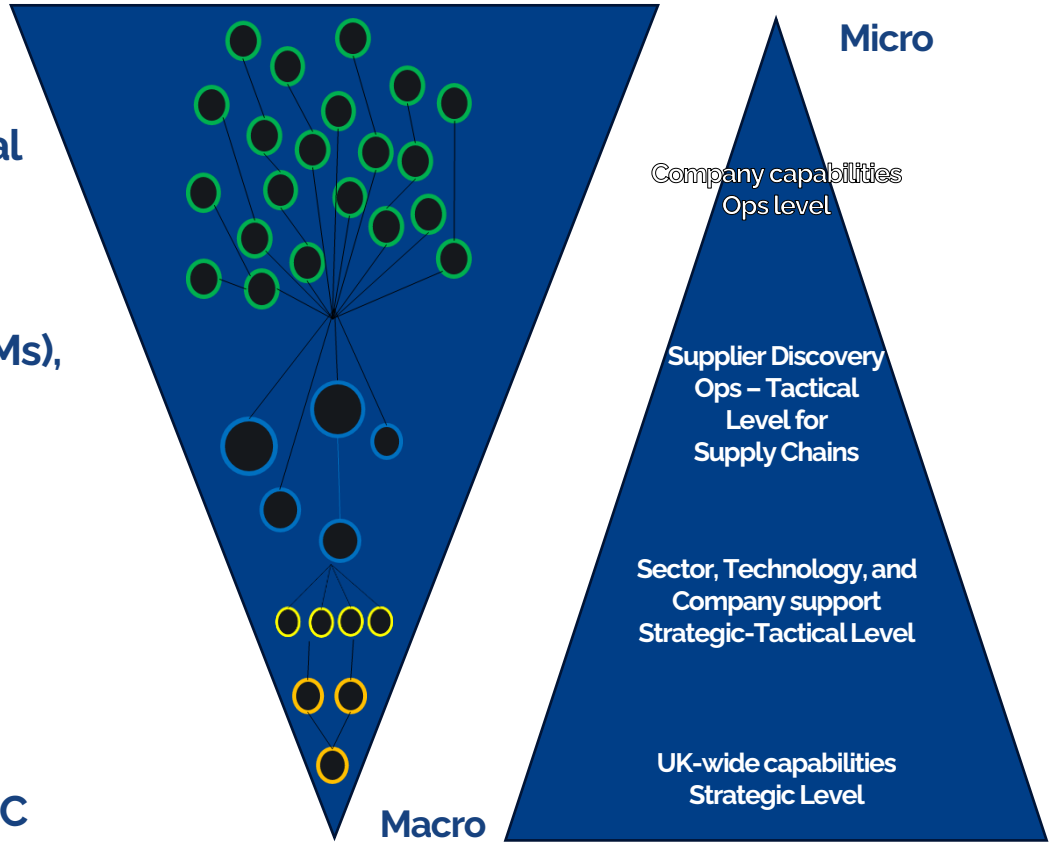
2. **Original Equipment Manufacturers (OEMs), Buyers and Product-makers :** Facilitates quick, efficient supplier discovery process to match manufacturing and technologically oriented supplier discovery.

3. **Trade Bodies, Sector Bodies, RTOs and HVMC centres:** Offers comprehensive data on UK manufacturing, enabling strategic clustering and attracting foreign and domestic investments.

4. **Government/Funding bodies and HVMC:** Delivers accurate manufacturing insights at sectoral, regional, and national levels, aiding policy decisions and fostering collaboration for industry-wide value creation.

UK Supply Chain Directory – User Needs

1. Manufacturing companies and industrial suppliers
2. Original Equipment Manufacturers (OEMs), Buyers and Product-makers
3. Trade Bodies, Sector Bodies, RTOs and HVMC centres:
4. Government/Funding bodies and HVMC



UK Supply Chain Directory

https://uksupplychaindirectory.com

Link to the Directory

Current registered users: 720
Companies claimed: 58

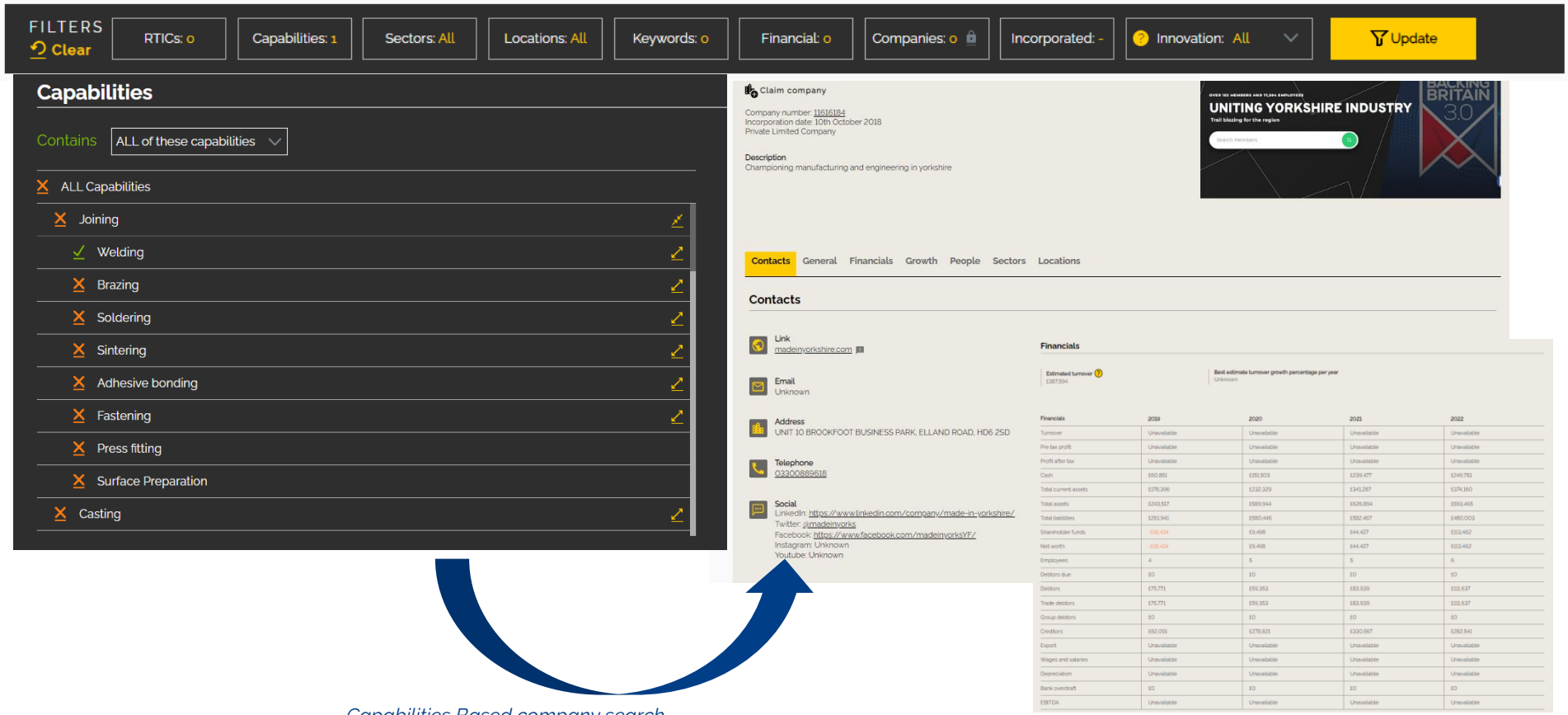
Key Achievements:

- v2.0 developed and currently up and running (free to use)
- Tested by several users, focus groups and early adopters (HVMC member companies and partner organisations)
- Developing of testing routines against user centric specification
- Company Classification and Search developed

Core Features:

- Over 280,000 company profiles available.
- A wide range of filters including over 300 company classification including manufacturing capabilities, sectors, locations, financials, etc.
- Instant website text filtering.
- Company claiming. Users can claim a company through automatic or manual approval (depending on information provided).
- Company profile editing. Once claimed, users can edit specific fields including Capabilities, Turnover, Number of employees, emails etc.
- Ability for users to request a download of search results.
- Company contact information available (where applicable).

UK Supply Chain Directory



Capabilities Based company search

UK Supply Chain Directory

Suppliers
Landscaping

Example
Casting companies

Analysis summary

2,634 Companies considered	**£43,362,208,723** Total turnover	**126,006** Total employees
£119,470,000 Total investment funding dealroom.co	**£129,515,304** Total Innovate UK grant funding	**4.6%** Estimated annual growth rate

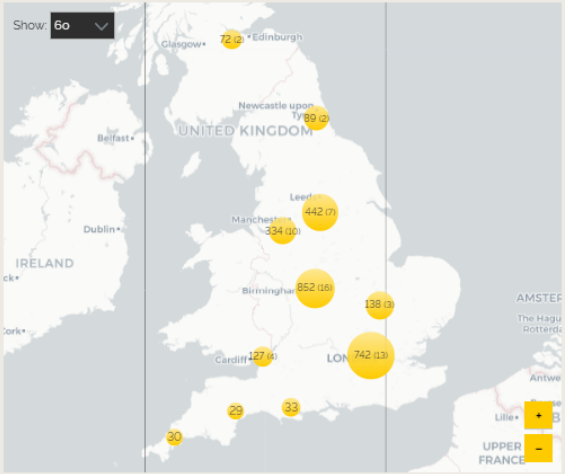
Locations

Business counts by local authority

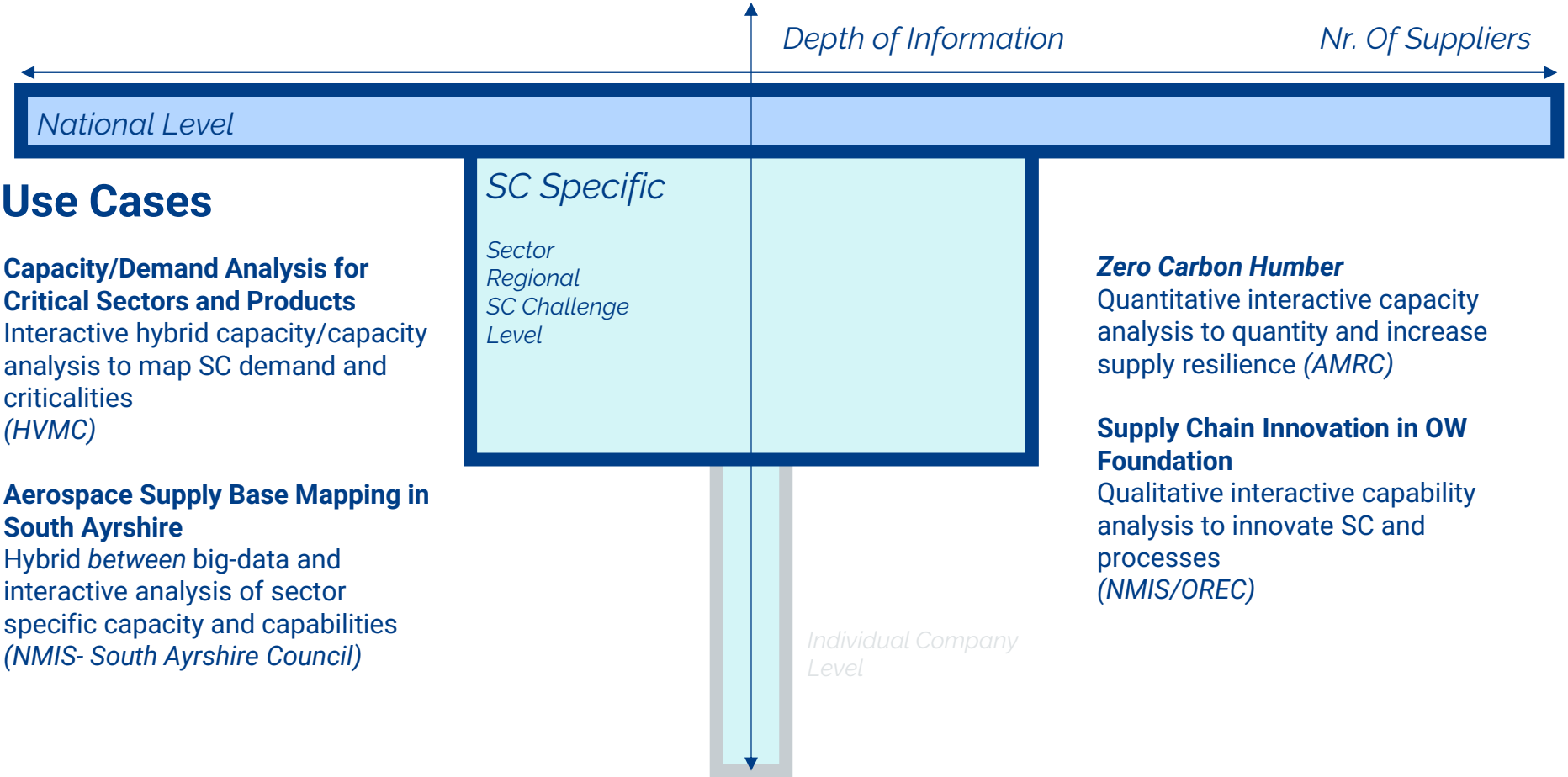
Absolute Location quotient

Islington	209
Birmingham	149
Sandwell	137
Leeds	128
Sheffield	125
City of London	102
Westminster	83
Leicester	77
North Northamptonshire	74
Stoke-on-Trent	67
Camden	60
Rugby	59
County Durham	58
Coventry	57
Dudley	50
Solihull	47
Kirklees	46
Wakefield	45
Dacorum	43
Croydon	41

Show 332 more values



The SC information Dilemma – SC Challenge Level



Use Cases

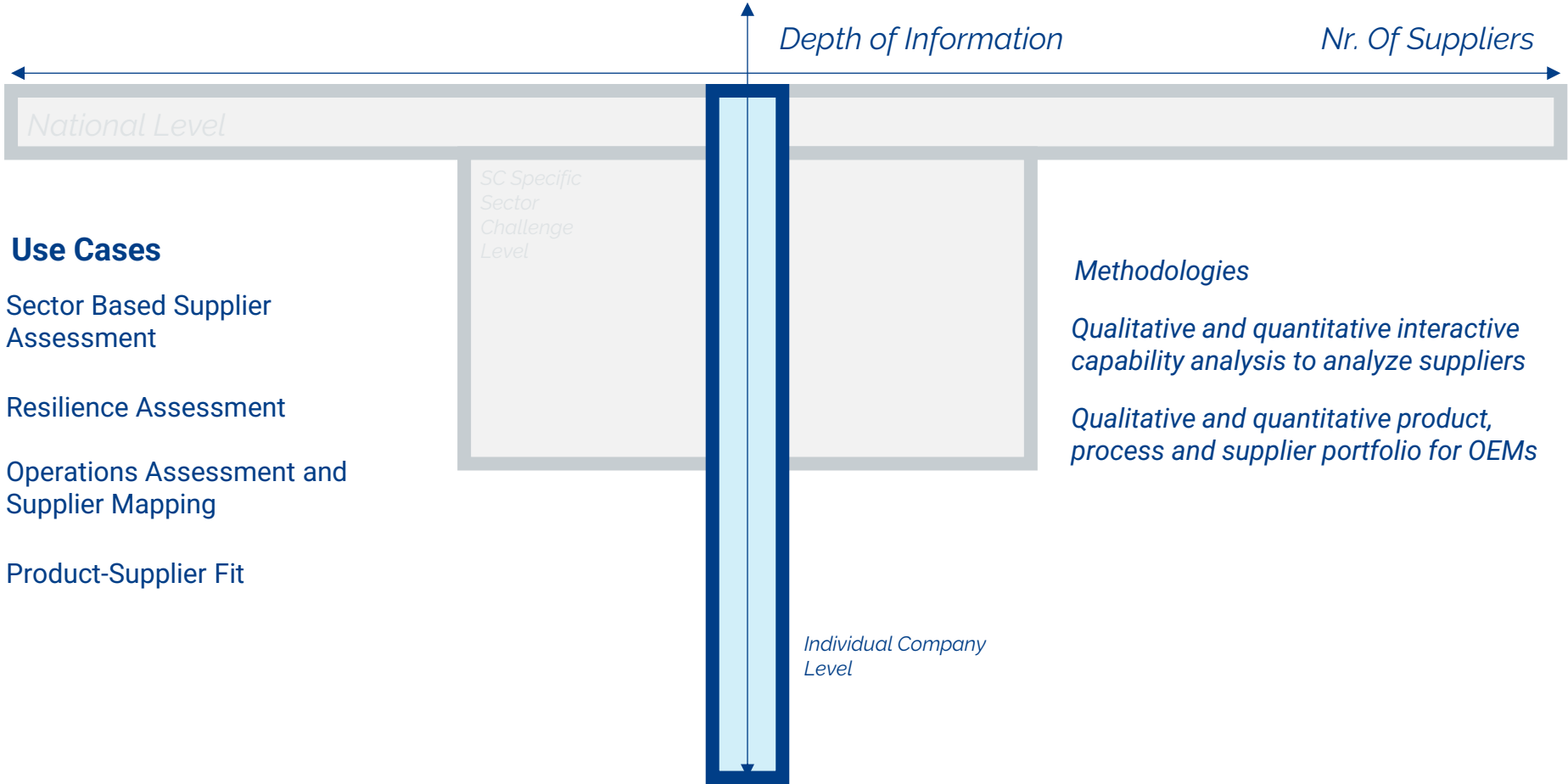
Capacity/Demand Analysis for Critical Sectors and Products
Interactive hybrid capacity/capacity analysis to map SC demand and criticalities
(HVMC)

Aerospace Supply Base Mapping in South Ayrshire
Hybrid *between* big-data and interactive analysis of sector specific capacity and capabilities
(NMIS- South Ayrshire Council)

Zero Carbon Humber
Quantitative interactive capacity analysis to quantity and increase supply resilience *(AMRC)*

Supply Chain Innovation in OW Foundation
Qualitative interactive capability analysis to innovate SC and processes
(NMIS/OREC)

The SC information Dilemma – Company level



Use Cases

Sector Based Supplier Assessment

Resilience Assessment

Operations Assessment and Supplier Mapping

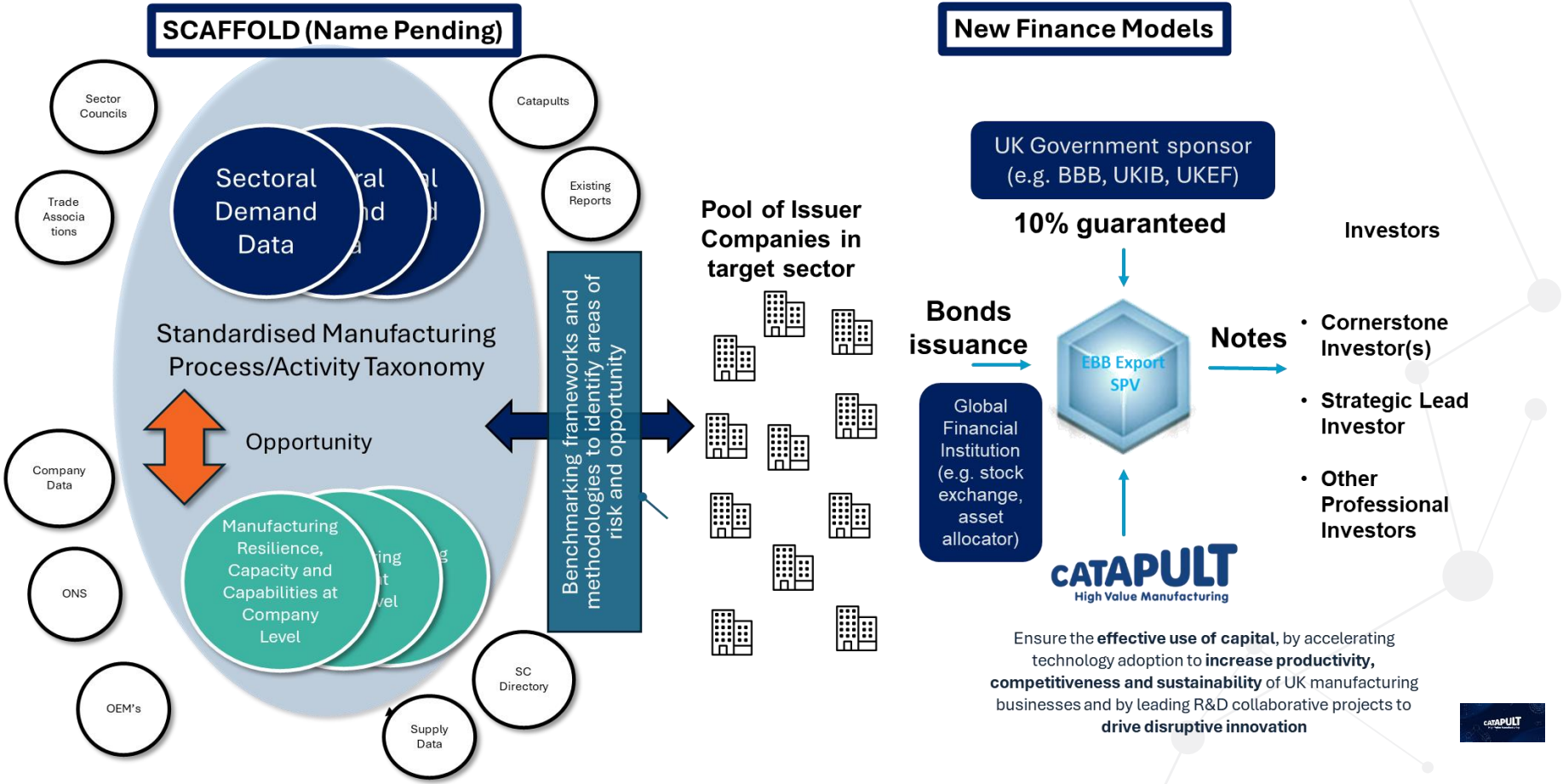
Product-Supplier Fit

Methodologies

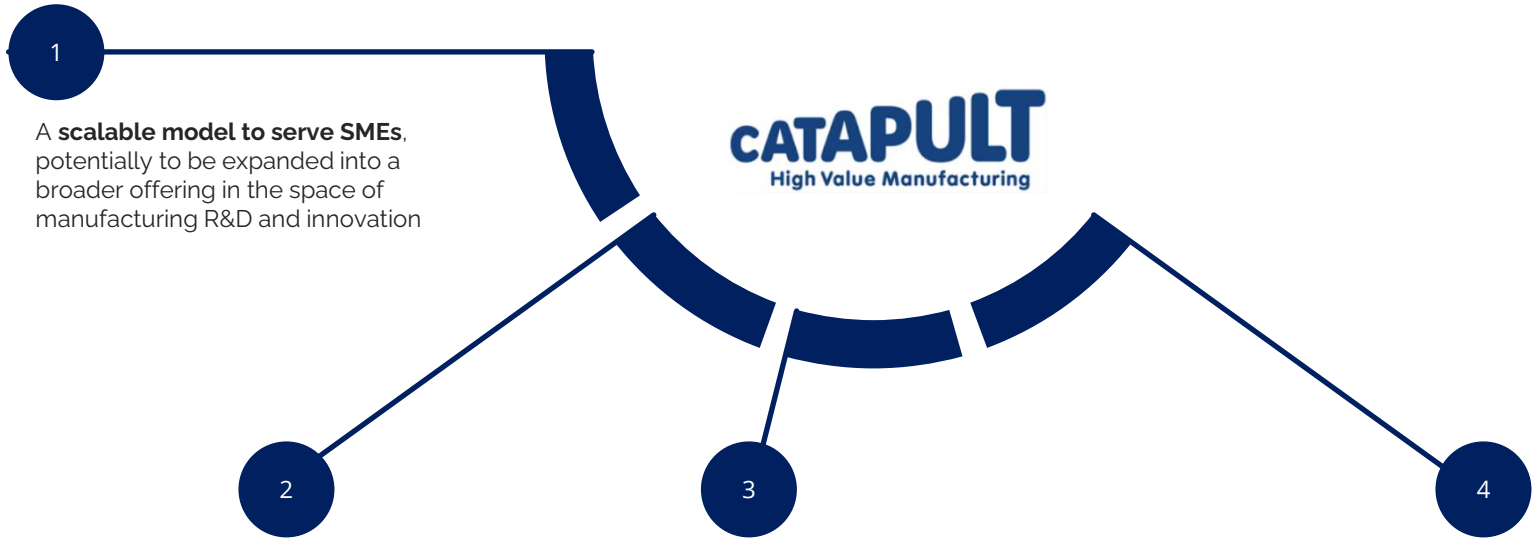
Qualitative and quantitative interactive capability analysis to analyze suppliers

Qualitative and quantitative product, process and supplier portfolio for OEMs

Supply Chain and Access to Finance



Benefits to HVMC



Call to action and Support for HVCM SC Directory

- **Register** and use the directory at:
  https://uksupplychaindirectory.com/
- **Test** the directory and give us at feedback to improve and highlight potential use case
  - Help us differentiate from our competitors
  - Give us feedback and improvements
  - Let us know what other use cases you would expect to see
- **Help us disseminating** the Supply Chain Directory and aiding the UK manufacturing sector to grow:
  - Manufacturing companies: claim their profile and increase visibility
  - Public bodies and local authorities, Trade and Sector bodies
  - Product makers and OEMs to discover suppliers

Dr. Daniele Marini

EngD, MBA, CEng, MIET, MIMechE

Supply Chain and Operational Transformation Lead @ NMIS

Supply Chain SPG Chair @ HVMC

Anchoring Innovation Manager @ University of Strathclyde

daniele.marini@strath.ac.uk

NMIS
National Manufacturing Institute Scotland

Delivering industrial foresight and transformation for the UK

Lorem ipsum dolor sit amet, consectetur adipiscing elit, sed do eiusmod tempor incididunt ut labore et dolore magna aliqua.

Ut enim ad minim veniam, quis nostrud exercitation ullamco laboris nisi ut aliquip ex ea commodo consequat. Duis aute irure dolor in reprehenderit in voluptate velit esse cillum dolore eu fugiat nulla pariatur. Excepteur sint occaecat cupidatat non proident, sunt in culpa qui officia deserunt mollit anim id est laborum.

Net Zero by 2050: Tracking Green Growth in the North

THE NORTHERN POWERHOUSE PARTNERSHIP

01

Transforming transport connectivity

02

Driving Innovation

03

Closing the disadvantage gap

04

Unlocking skills and training opportunities

05

Powering the net zero transition

Significance of the North's Net Zero Transition

Northern Powerhouse Independent Economic Review

£23 BILLION
ADDITIONAL GVA

168,000 ADDITIONAL
JOBS

£1,500 PRODUCTIVITY
BOOST PER WORKER

NPIER Aims

DEVELOP AN OVERVIEW OF THE NET ZERO ECONOMY AND ITS SCALE IN THE NORTH

MAP OUT CURRENT CLUSTERS AND OPPORTUNITIES FOR GREEN GROWTH

UNDERSTAND THE SCALE OF THE CARBON INTENSIVE ECONOMY IN THE NORTH

Methodology

We had two main tasks to complete: **mapping the Net Zero sector** and **finding relevant concentrations of companies** across the UK to understand the North's strengths.

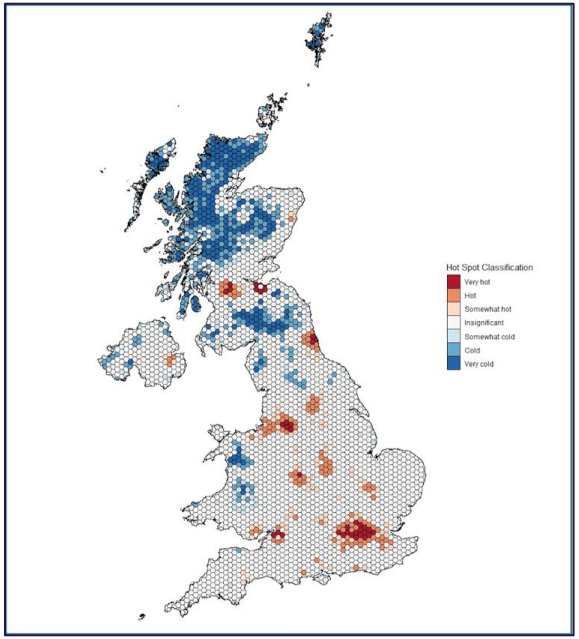
We applied three different methods to produce the results:

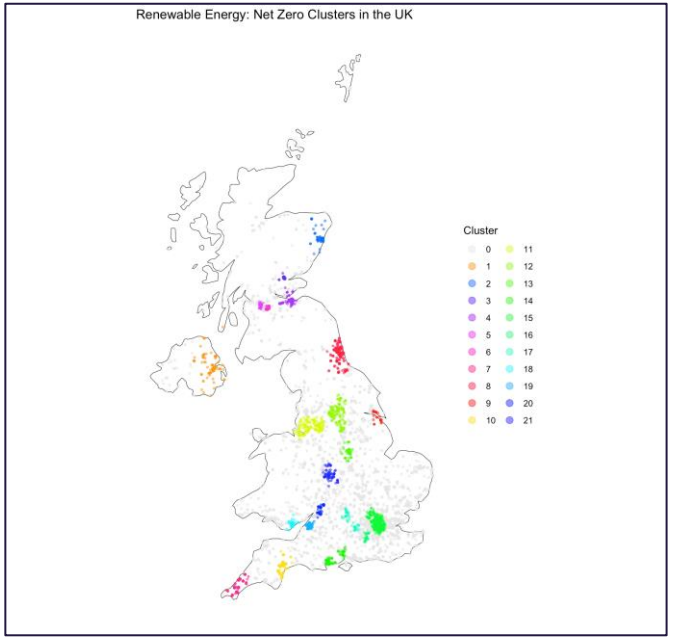
- Real-Time Industrial Classification (RTIC) methodology: we group companies that describe their activity similarly on their website using machine learning. It makes it possible to create datasets of companies that represent different sectors and query all the appended data available at the company level. Location data is included, enabling the geographic analysis of sectors.

- Hot Spot Analysis: using the company location data, we found statistically significant areas of either high or low concentrations of companies.

- Clustering: we used the HDBSCAN clustering algorithm to identify company locations that form high-density clusters, standing out compared to the density of surrounding companies.

Methodology





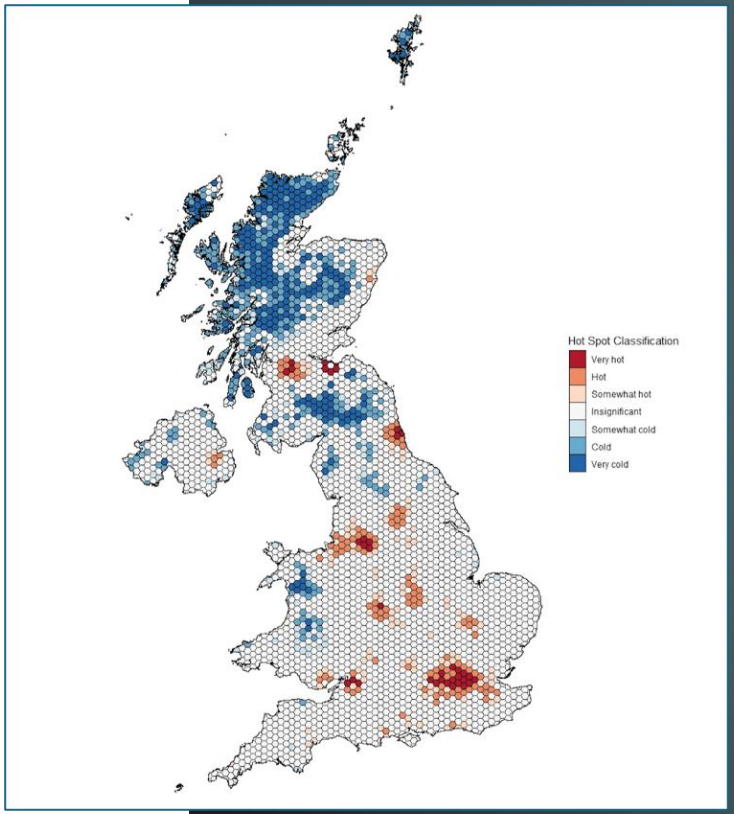
Key Findings of the Overall Net Zero Economy

UK

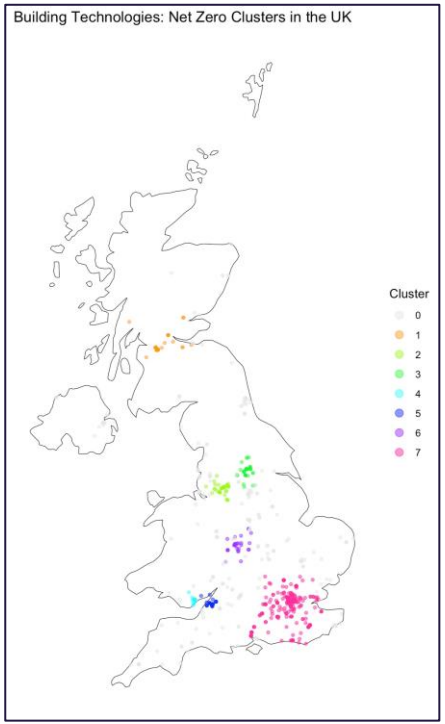
- 22,500 registered companies in the UK operating across 51,000 sites
- 685,000 jobs
- £56bn in GVA

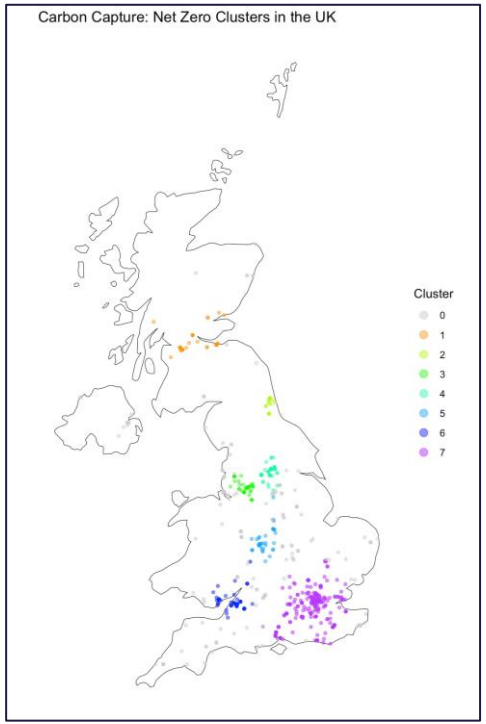
Northern Powerhouse

- 10,000 of those sites are in the NPH
- 140,000 jobs
- £11.5bn GVA

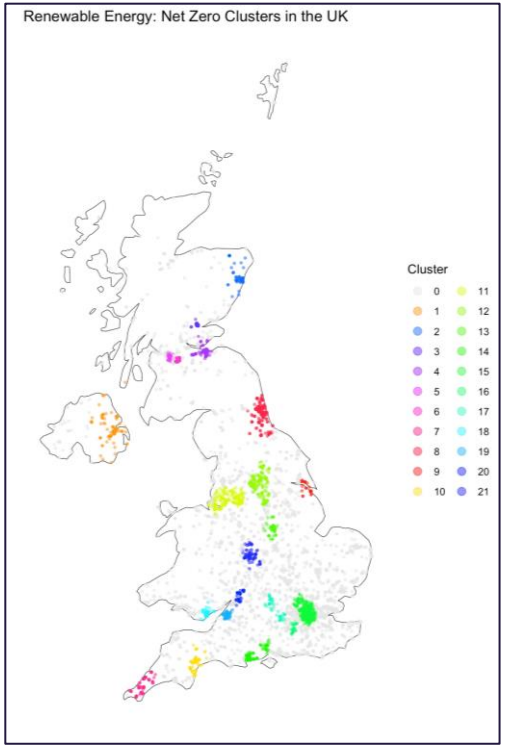


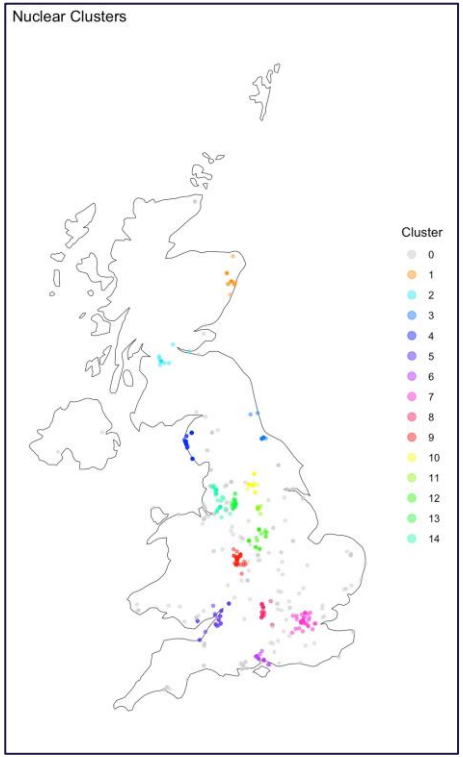
Key Findings of Net Zero Clusters





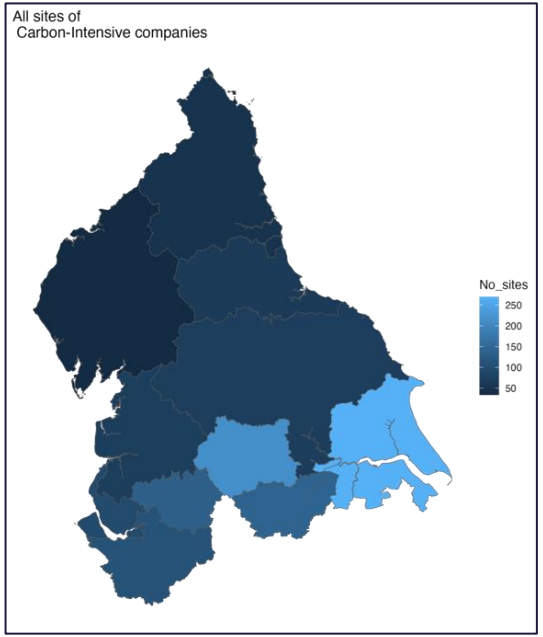
Key Findings of Net Zero Clusters

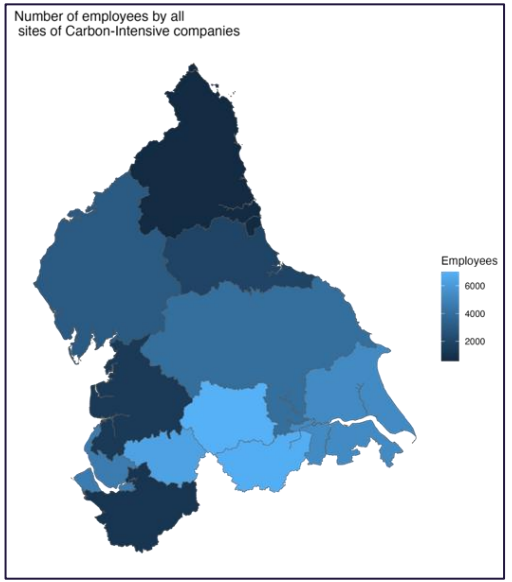




Key Findings of the Carbon Intensive Economy

- 1,262 operational sites in the North which represents nearly 20% of carbon intensive sites in the UK .
- 42,000 employees which represents 12% of total UK employees in this.
- Average productivity rate is £108,000 GVA per job across the North.
- £85mn in turnover





Policy Recommendations

Energy

- Complete procurement by Great British Nuclear from two separate businesses of three small modular reactors (SMRs) each.
- Develop our wind capabilities from the North East down to the Humber.
- Invest in a turbine supply chain for the tidal barrage on the Mersey.

Industry

- Continue to make huge strides in carbon capture use and storage (CCUS).
- Expand green hydrogen production, storage and distribution .

Transport

- Turn the North into a centre for the production of Sustainable Aviation Fuel (SAF).
- Deliver a consistent programme of rail electrification.
- We make the UK a leader in building battery and hydrogen trains.
- Guarantee the supply of hydrogen for commercial vehicles such as buses.
- Increase procurement of electric and hydrogen buses across areas with franchising.

Built Environment

- Deliver retrofit of domestic and commercial buildings at pace, and with the necessary funding and skills support.

Land Use

- Back propositions including the Northern Forest.

Let us know what your ambition for the North is:

- Follow us on Twitter: @NP_Partnership
- Follow us on Instagram: @northernpowerhousepartnership
- Like us on LinkedIn: The Northern Powerhouse Partnership
- Like us on Facebook: The Northern Powerhouse Partnership

THE NORTHERN POWERHOUSE PARTNERSHIP

Understanding our Economy to Drive Investment

Joshua Hawkins, Head of Global & Investment, Midlands Engine
Joshua.Hawkins@midlandsengine.org

Lukasz Gasienica-Fronek, Analyst, Midlands Engine Observatory
lukasz.gasienica-fronek@theeiu.org

November 2024

1. Introductions
2. Clusters
3. Innovation & Growth
4. Local Insight

MIDLANDS ENGINE

MIDLANDS ENGINE PARTNERSHIP

Harnessing our collective power to achieve more for our region

Advocating | **Convening** | **Evidencing**

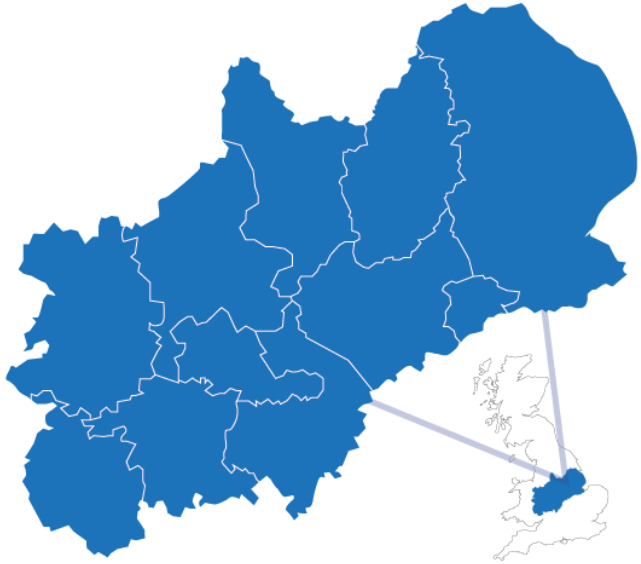
Focusing on the strategic drivers for the Midlands Economy:

1. Increasing productivity
2. Innovating across sectors
3. Building infrastructure for growth
4. Increasing Trade & Investment

Creating strong links with our partners across key regional sectors:

Clean Growth | Advanced Manufacturing | Food & Agri-Tech | Med-Tech & Life Sciences | New Market Opportunities

MIDLANDS ENGINE



- 11 million people
- 65 local authorities
- 20 universities
- 405,000 businesses
- 48,395 incorporations 2022-23
- £277.2bn GVA
- £97.1bn productivity gap

MIDLANDS ENGINE OBSERVATORY

The Midlands Engine Observatory provides:

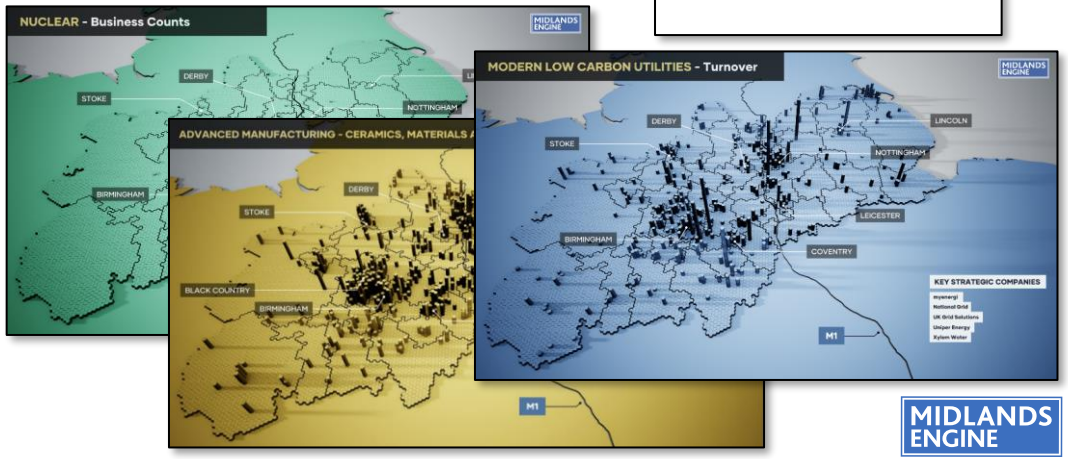
- **A robust evidence base to fortify strategic and economic cases** for Treasury green book business case development.
- **Economic modelling**, featuring baseline forecasts up to 2050 for each Local Authority, encompassing scenario development and economic impact assessments at the intervention level.
- **Assistance with local economic assessments**.
- **Support for sector and cluster analysis at the local level**, complete with detailed sector and cluster profiles.
- **Spatial analysis, geo-visualisation** and the creation of dynamic presentations to highlight place-based opportunities.
- In-depth **labour market analysis**.

Our comprehensive offering ensures a thorough exploration of economic landscapes, providing the necessary tools for informed decision-making and strategic planning across every step of the way.

MIDLANDS ENGINE

CLUSTERS PROJECT

- Flagship report and subsequent programme of activity
- Maps economic strengths, building on partners' focus
- Investment potential inferred through growth, comparative advantage and market share across 27 metrics
- Analytical framework presents clusters through four ecosystems: business, talent, innovation, and investment
- Deep dives with businesses & policymakers to articulate investment opportunity in key clusters



MIDLANDS ENGINE

CLUSTERS PROJECT

East Midlands Freeport
UK Investment Atlas
High Potential Opportunity Area

Net zero transport in Coventry and Warwickshire
UK Investment Atlas High Potential Opportunity Area

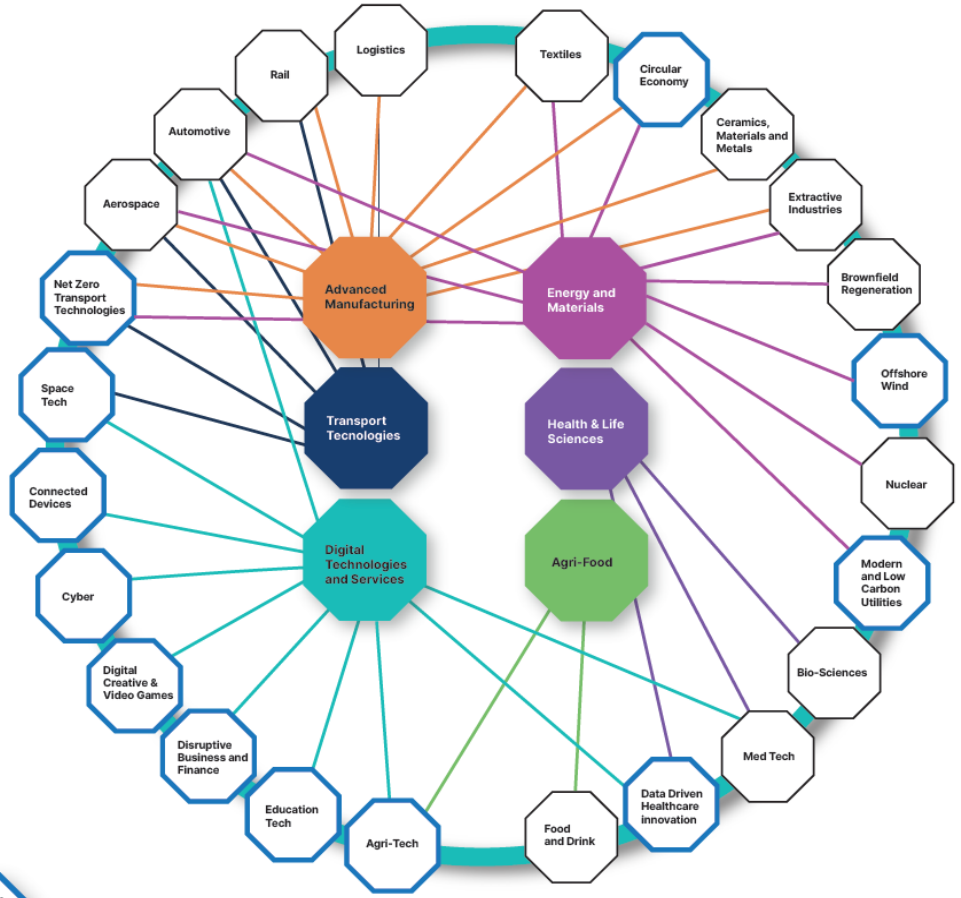
CAM modelling and simulation in Oxfordshire and the Midlands
UK Investment Atlas Net-Zero Investment Opportunity

Space in Leicester and Leicestershire UK Investment Atlas High Potential Opportunity Area

5G technology in Worcestershire
UK Investment Atlas
High Potential Opportunity Area

Cyber security in Gloucestershire
UK Investment Atlas
High Potential Opportunity Area

Video games in Coventry and Warwickshire
UK Investment Atlas
High Potential Opportunity Area



Humber Freeport
UK Investment Atlas
Freeport

Circular economy in Telford
UK Investment Atlas
Net Zero FDI Opportunity

Offshore wind supply chain and ports in Teesside and the Humber UK Investment Atlas
High Potential Opportunity Area

Rehabilitation in Leicester and Leicestershire UK Investment Atlas High Potential Opportunity Area

Charnwood Campus Science, Innovation and Technology Park
Life Science Opportunity Zone

Data-driven health innovation in Greater Birmingham and Solihull
UK Investment Atlas High Potential Opportunity Area
Life Science Opportunity Zone

Precision agriculture in Telford
UK Investment Atlas
High Potential Opportunity Area

Sustainable farming systems in Telford and Wrekin
UK Investment Atlas
High Potential Opportunity Area

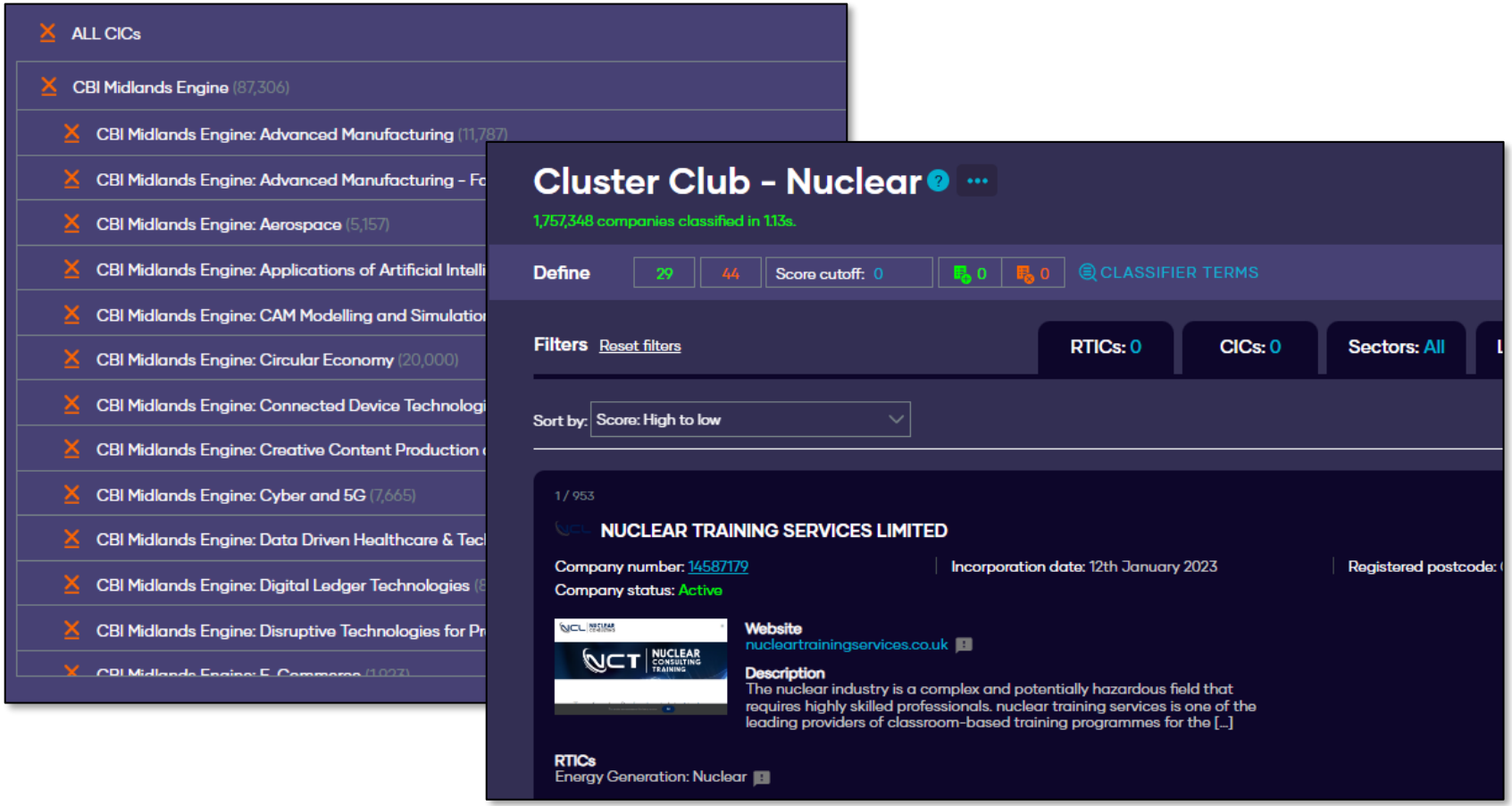
Food processing automation in Greater Lincolnshire
UK Investment Atlas
High Potential Opportunity Area

KEY

- Midlands Super Cluster/ Key Sector
- Midlands Established Cluster
- Midlands New Economy Cluster
- UK Investment Atlas initiative linked to one or more Midlands clusters

MIDLANDS ENGINE

CLUSTERS PROJECT



dataexplorer 4.20

PORTAL

- Dashboard
- My Lists
- RTICs
- Explore
- Analyse
- Compare
- Smart Search

ADMIN

- Manage Account
- Knowledge Base
- Logout

datacity

Explore: All UK Companies

Company name / number / URL

Filters Reset filters | RTICs: 0 | CICs: 0 | Sectors: All | Locations: All | Keywords: 0 | Financial: 0 | Companies: 0 | Growth: 0

Sort by: Sector keyword counts: High to low

Sector keyword counts

1 / 5,641,799

ENTERPRISE LEAGUE LTD

Company number: 12325730 | Incorporation date: 20th November 2019 | Registered postcode: TW9 4BX

Company status: Active

89

Website
enterpriseleague.com

Description
Everything you need for your business on one platform. enterprise league is the world's best business community. register now and expand your business.

RTICs
None

CICs
None

Innovation score (ALPHA)

Estimated turnover
Unknown

Estimated employee count
Unknown

FULL INFO

2 / 5,641,799

FUTURE GLOBAL TECHNOLOGY L.P.

Company number: SL008980 | Incorporation date: 25th May 2011 | Registered postcode: EH7 5JA

Company status: Active

77

Website
www.quantumrun.com

Description
Explore predictions about the technology, science, health, and culture trends that will shape your future world.

Innovation

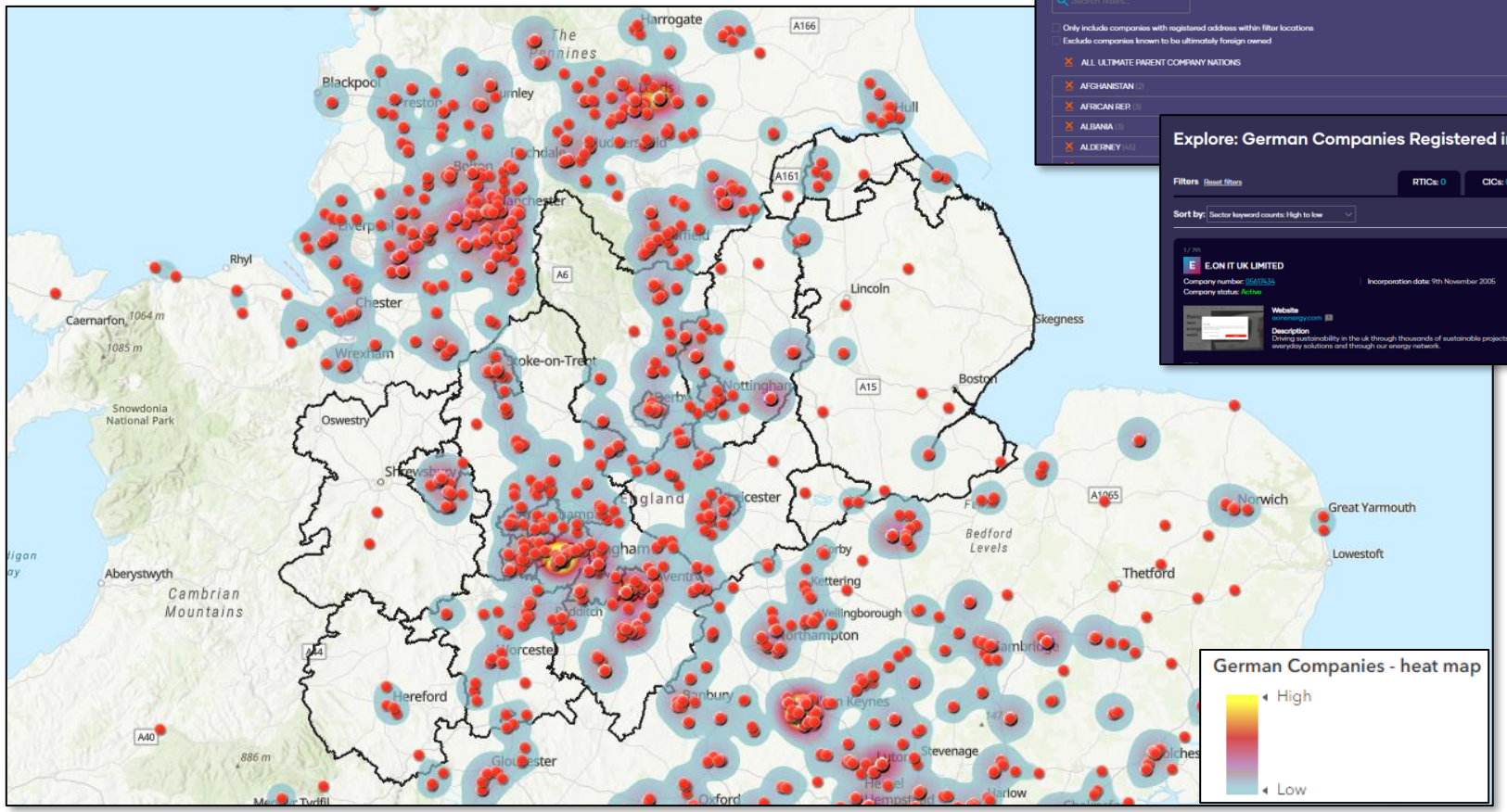
- IP rich & high innovation businesses = higher productivity
- Understanding & maturing the innovation ecosystem
- Articulating the ecosystem to retain, grow & attract investment
- Flagship project with 17 universities, involving 20+ science parks

Universities in the Midlands – major R&D assets

INNOVATION

Target Market – German Parent Companies

INNOVATION



dataexplorer 4.20

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datacity

1-October-2024 Companies House data

Analysis: All UK companies

Companies considered: 5,641,799

List: All UK companies | Set cutoff by list size: 60 | Set cutoff by score: 0 | CALCULATE

Filters Reset filters | RTICs: 0 | CICs: 0 | Sectors: All | Locations: All | Keywords: 0 | Financial: 0 | Companies: 0 | Growth: 0

NAVIGATION

Analysis summary

5,641,799 COMPANIES CONSIDERED

56,464,637 TOTAL EMPLOYEES *2,707,620 companies

£20,557,676,684,422 TOTAL TURNOVER *2,806,553 companies

£734,942,459,250 TOTAL INVESTMENT FUNDING dealroom.co *27,595 companies

£14,215,594,524 TOTAL INNOVATE UK GRANT FUNDING *18,640 grants

+3.1% ESTIMATED GROWTH PER YEAR *1,969,327 companies

£3,832,921,924,809 BEST ESTIMATE TOTAL GVA *2,614,121 companies

£67,882 ESTIMATED GVA PER EMPLOYEE

1,262,006 WOMEN FOUNDED COMPANIES

1,018,149 WOMEN LED COMPANIES

2,686,823 WOMEN DIRECTORS *9,611,212 total directors

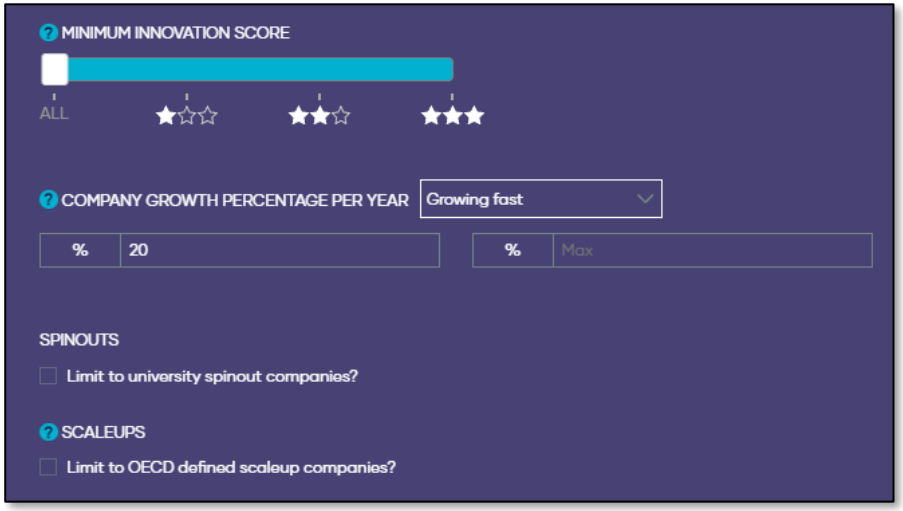
173,519 COMPANIES WITH IMPORT DATA

103,090 COMPANIES WITH EXPORT DATA

975 COMPANIES WITH POTENTIAL ANOMALIES

SHOW FIELD AVAILABILITY TABLE

High Growth, High Innovation Companies



Target High-Growth Companies:

- Identify Cluster Activity

Target Innovative Companies:

- Inward/Outward Trade and Investment Missions
- University Engagement
- University Spinouts

INNOVATION

dataexplorer 4.20

PORTAL
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Company status: Active

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Website
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Description
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RTICs
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CICs
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Innovation score (ALPHA)
☆☆☆

Estimated turnover
Unknown

Estimated employee count
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FULL INFO

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Company status: Active

77

Website
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Description
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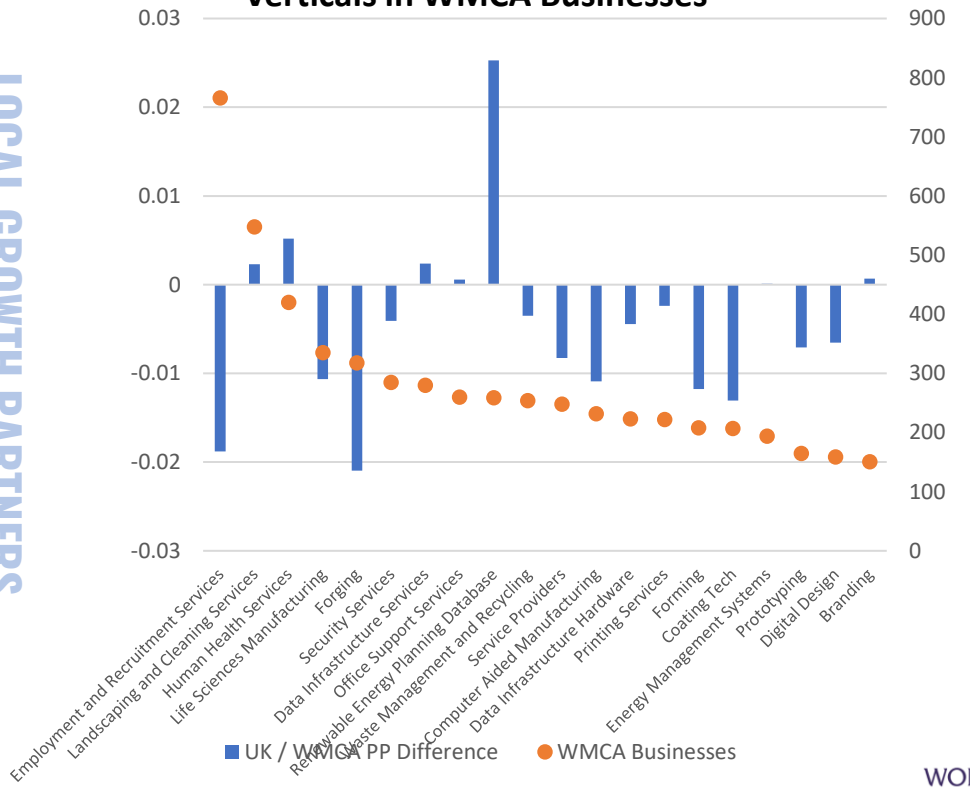
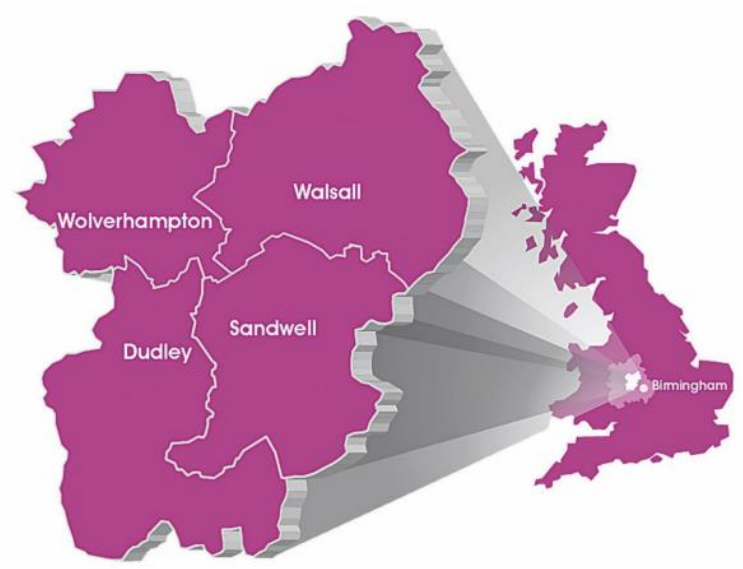
LOCAL GROWTH PARTNERS

Common and Highly Concentrated RTIC Verticals in WMCA Businesses



The Economic Intelligence Unit



CITY OF WOLVERHAMPTON COUNCIL

Walsall Council

Dudley Metropolitan Borough Council

Sandwell Metropolitan Borough Council

MIDLANDS ENGINE

Trent Bridge House
Fox Road
West Bridgford
Nottingham
NG2 6BJ

info@midlandsengine.org

Thank you


@MidsEngine


midlands-engine


midlandsengine.org

datacity

Thanks for coming!

Time for a drink.