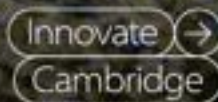


Candidate brief

# CBG x MCR Innovation Ecosystem Manager

October 2025



**The University of Manchester is committed to creating an environment where diversity is celebrated and everyone is treated fairly, regardless of sex, gender identity, disability, ethnicity, religion or belief, sexual orientation, marital or transgender status, age, or nationality.**



## Introduction

Thank you for your interest in this role as Director of the Cambridge x Manchester Innovation Partnership — a bold new collaboration between two of the UK's leading innovation cities, designed to unlock greater impact from world-class research, enterprise and talent.

With a shared ambition to accelerate the UK's position as a global leader in science, technology and innovation, the Partnership brings together the complementary strengths of Manchester and Cambridge to tackle major national and global challenges.

The Cambridge x Manchester Innovation Partnership exists to catalyse new connections, foster collaboration between universities, businesses, and civic partners, and develop dynamic innovation ecosystems that create real-world benefits.

This Partnership is driven by a commitment to amplify innovation-led economic growth, improve productivity, and ensure that the benefits of innovation are spread more widely. It aims to harness the collective capabilities of our regions — from pioneering research to translational expertise and talent development — to make a lasting difference to the UK's future prosperity.

Both Manchester and Cambridge have long-standing traditions of discovery, entrepreneurship and social impact. This Partnership represents an exciting new chapter in that legacy, providing a platform to supercharge innovation impact at scale and pace.

The University of Manchester and The University of Cambridge have secured £4.8m from Research England over the next 3 years to activate the partnership. Led by Unit M and Innovate Cambridge, the programme has support from the two Mayoral Combined Authorities, City Councils, businesses and investors.

The Director will form part of both the Unit M and Innovate Cambridge leadership teams — playing a key role in driving the University of Manchester's wider new approach to innovation and enabling greater connection and collaboration with Cambridge.

This is a remarkable time to join and contribute to this ambitious collaboration, with national policy momentum behind innovation clusters and a collective vision to deliver transformative impact. We look forward to welcoming individuals who are excited to shape this next chapter and deliver innovation for the public good.

We look forward to meeting you.



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# About the Cambridge x Manchester Innovation Partnership

A groundbreaking partnership between The University of Manchester and The University of Cambridge, the Cambridge x Manchester Innovation Partnership has been awarded £4.8 million by Research England to accelerate inclusive growth and innovation collaboration. As the UK's first cross-UK innovation partnership, it will pioneer a new model of place-to-place collaboration and help drive economic growth for the UK - setting an example for other cities to follow. With further investment from the two universities, the total funding for the partnership will be £6m.

The partnership is led by Unit M and Innovate Cambridge - the universities' respective innovation capabilities - with support from the two Mayoral Combined Authorities, City Councils, businesses and investors. It is a prime example of how a university-led, cross-UK innovation collaboration can enhance the UK's global competitiveness and foster innovation-driven growth.

This initiative responds directly to the UK government's imperative for universities to support the delivery of the national Industrial Strategy and make a stronger contribution to economic growth.

At the core of the partnership is the exchange of complementary innovation assets to ensure real-world impact. Both cities already have strong R&D capabilities and strengths in leading-edge sectors such as AI, life sciences, and advanced materials. Cambridge has deep investor networks but experiences growth constraints due to its small scale, higher costs, and lack of development land. Manchester provides that scale, affordability for start-ups and scale-ups, and a large talent pool - but has a less mature support ecosystem.



The Research England funding will be used in three key areas: ecosystem activation and integration; growing investment; and testing and learning.

- **Ecosystem activation and integration:** It will strengthen relations within and between the innovation ecosystems of the two cities, to create a vibrant and ambitious cross-city innovation network. This aims to create progressive new approach inclusive growth.
- **Growing investment:** It will harness the combined strengths of both universities and partner cities to support start-ups and scale-ups to secure funding and grow, attract innovation-intensive investment to the UK, and stimulate domestic investment into R&D.
- **Testing and learning:** It will pilot new approaches and share best practice for delivering ecosystem collaboration and inclusive growth. This will allow other cities, the wider higher education sector community, and local and national governments in the UK and internationally to learn from the partnership.

**“This investment underscores our commitment to fostering innovation and collaboration across England. By connecting the vibrant ecosystems of Cambridge and Manchester, we aim to drive significant economic growth and create a model for place-based innovation that can be replicated nationwide.”**

-- Jessica Corner, Executive Chair of Research England

**“Our partnership with Cambridge marks a new model of collaboration between UK universities. It brings together the distinctive strengths of each of our universities and cities, connecting two of the great innovation ecosystems to scale up what we can achieve. This new approach to innovation accelerates the time between discovery and impact, getting ideas into the real economy and our communities even more quickly to drive inclusive growth.”**

-- Professor Duncan Ivison, President and Vice Chancellor of The University of Manchester

**“This pioneering initiative brings together the combined strengths of Cambridge and Manchester to create something that is truly ground-breaking. By connecting our cities, we’re helping to build a more collaborative and dynamic environment in which innovative research can connect with industry, venture capital and entrepreneurs to drive economic growth and deliver real benefits for people and places across the UK.”**

# About Unit M



[WATCH OUR LAUNCH VIDEO](#)

In October 2024, **The University of Manchester** launched a new capability, **Unit M**, to rethink how it supports the region's innovation economy. With a mandate to drive the University's new approach to innovation, Unit M aims to connect and catalyse the innovation ecosystem in Manchester and the wider region to accelerate inclusive growth.

The UK faces a myriad of interlinked urgent economic and social challenges that require faster and more inclusive growth across all parts of the country. Cities like Manchester, as the UK's second largest city, are critical to rebalancing growth - but lower productivity, R&D spend, and startup activity currently hinder the region in achieving its full potential.

Unit M is designed to address all aspects of the innovation challenge - from R&D through to innovation adoption through to talent and skills - by making the world leading innovation assets and talents of the University more accessible to all. Unit M will drive a new strategy, combined with an agile and dynamic delivery capability, for the University to create a globally leading innovation ecosystem in the region. This will encompass powering the startup and scale up community, catalysing industry clusters, supporting future skills provision, strengthening the University's partnerships within the region, and telling Manchester's innovation story.

**“The transformative potential of fully embracing innovation cannot be understated, both for the region and for the UK more widely. Unit M lies at the heart of the University's ambition to power an inclusive economy, positioning Manchester as a central player on the global stage to accelerate growth for all in society.”**

— President and Vice-Chancellor, Professor Duncan Ivison



## Examples of some of the activities that Unit M will undertake include:

- Creating accelerator and incubator programmes, and building investor networks, to drive the startup and scale up community;
- Developing regional innovation clusters and innovation partnerships to grow existing, and attract new, innovation-intensive businesses to the region;
- Forging new partnerships with other UK and international innovation ecosystems to drive growth for our region and for the UK;
- Driving ambitious projects that leverage public and private funding to create new innovation capabilities that capitalise on the University's unique strengths and assets.

Unit M has the agility to operate dynamically in response to the most impactful opportunities as they emerge - whether that's connecting students into the ecosystem or drawing on expertise from across the whole University to help solve real world challenges from industry and policymakers. Unit M will be rapidly scaling over the coming months.

**“Manchester has experienced major change over the past 30 years, but not everyone has benefited from rising prosperity. Now, more than ever, we need to pioneer a new model of regional collaboration that harnesses our industrial strengths and innovation capabilities. Unit M will not only foster inclusive growth throughout Greater Manchester but contribute to the broader prosperity of the UK.”**

— Mayor of Greater Manchester, Andy Burnham



Unit M is aligned with, and complements, existing innovation capabilities across the University, including the University's tech transfer office, The Innovation Factory, and its sector leading business engagement, student entrepreneurship, and flexible learning teams.

It acts as the University's interface into the region's investment zone and innovation districts, including the University's recently launched joint venture, Sister and the Atom Valley Mayoral Development Zone, along with other place-based partnerships.

Unit M also partners closely with external organisations, including the Greater Manchester Combined Authority (GMCA), local councils and other institutions.

By convening existing innovation services across the University and with key strategic partners, Unit M accelerates and drives the development of new opportunities to build a strong innovation economy throughout the region.

**“Manchester has always been a hotbed of innovation. Building on our existing strengths is vital to Manchester, and Greater Manchester, accelerating our growth at scale to generate more jobs and investment. With Unit M, The University of Manchester is doing exactly that - doubling down on innovation while encouraging even more collaboration with our business community. Further strengthening the city's innovation ecosystem will help create jobs, investment and growth that works for everyone.”**

— Cllr Bev Craig, Leader of Manchester City Council

# About The University of Manchester

The University of Manchester is recognised globally for its pioneering research, breadth of teaching and learning and for our commitment to social responsibility. The world's big challenges demand urgent action – we're working across boundaries and disciplines to create healthier, more equal futures; helping to eradicate poverty; ensuring energy supply for future generations; and protecting our planet for the years to come.

In 2024, we celebrated our bicentenary: 200 years of education and innovation. The passing of this milestone event is an exciting time to reflect on the past, recognising our key discoveries, pioneering ideas and world firsts while looking forward to what our third century could bring.

## Our history

The University of Manchester was the first and most eminent of England's civic universities. Our earliest roots can be traced back to 1824 with the formation of the Manchester Mechanics' Institution, founded as part of a national movement for the education of working men, and with the creation of the Manchester Royal School of Medicine.

The University of Manchester, in its present form, was created in 2004 by the amalgamation of the Victoria University of Manchester and the University of Manchester Institute of Science and Technology (UMIST).

We have a rich history of attracting brilliant minds to the University, with 26 Nobel laureates among our current and former staff and students, including Ernest Rutherford, Arthur Lewis, Andre Geim and Kostya Novoselov, and most recently, Simon Johnson in 2024.

## The present

Part of the prestigious Russell Group of UK universities, The University of Manchester is one of the UK's largest single-site higher education institutions with a broad disciplinary base across STEM and the arts and social sciences. We operate at scale with an annual turnover of £1.35 billion, a significant ongoing capital investment programme and more than 500,000 alumni.

The University is a truly global institution, with a reputation for education and innovation that resonates across the world. We are consistently ranked among the top universities in the world across all significant international rankings.

We are the most popular university in the UK for UCAS applications and have around 17,000 international students in our total student community. Our students come to live and study in Manchester and learn to be global citizens. They are attracted by our powerful sense of place, our academic ranking, the diversity of our courses, the impact of our social responsibility and by the city's rich cultural and sporting heritage.

## **The city of Manchester and the region**

Manchester is the original modern city, responsible for pioneering events and movements that shaped the past and continue to influence the world as we know it today. The Industrial Revolution powered by canals and steam had its origins here – alongside it came fundamental societal developments such as trade unionism, the cooperative movement and the suffragettes.

The University is a proud Manchester institution – inspired by its revolutionary history, we act courageously and challenge assumptions to create the exceptional. We are an anchor institution: critical to the economic, social, cultural and environmental wellbeing of the city and our region. The University is committed to its local community, and we recognise the importance of our civic role. In collaboration with Manchester Metropolitan University, Royal Northern College of Music, University of Greater Manchester and the University of Salford, we have developed a joint Civic University Agreement with the Greater Manchester Combined Authority (GMCA) and its ten local authorities to drive social and economic change in the city-region.

We make a significant contribution to the city and region's cultural credentials, with our own Manchester Museum, John Rylands Research Institute and Library and the Whitworth among the city's cultural landmarks, and the iconic Lovell Telescope just a short drive away at our Jodrell Bank Discovery Centre.

Manchester has been ranked as the top UK city to live in (The Economist's Global Liveability Index 2022) and in 2021, the city was ranked in the top three of Time Out's World's Best Cities.

It's a cosmopolitan city, and its cultural life is internationally renowned. There are three outstanding professional theatre companies, the concert halls of the Hallé and BBC Philharmonic orchestras, HOME, and Europe's fastest-growing Chinatown.

Among developments enriching the area's cultural life are the Lowry Centre and MediaCityUK at Salford Quays, the Bridgewater Concert Hall, the refurbished City Art Gallery, and the Imperial War Museum North, designed by Daniel Libeskind, in Trafford.

## Global rankings and reputation

The University is a truly global institution, with a reputation for education and innovation that resonates across the world:

- Our research ranks 34th in the world (QS World University Rankings 2025). 93% of the University's research activity was assessed as 'world-leading' (4\*) or 'internationally excellent' (3\*) (Research Excellence Framework 2021).
- We rank 1st in the UK and Europe and 2nd in the world for social and environmental impact (Times Higher Education Impact Ranking). We are the only university to consistently rank in the global top 10 since the ranking's inception

International businesses, charities, governments, and universities turn to Manchester for its expertise – from leading the European renaissance in industrial biotechnology to broadening access to cancer services in India.

More than 170 student nationalities come together on campus, making Manchester one of the world's most international universities.

Learn more about our [\*\*rankings and reputation\*\*](#).



# University of Manchester vision and strategic plan

Our vision is to be recognised globally for the excellence of our people, research, learning and innovation, and for the benefits we bring to society and the environment.

In 2019 we launched Our future which affirmed our core purpose to advance education, knowledge and wisdom for the good of society and set out ambitious targets for the next five years. As set out when we launched our strategic plan, as we enter our third century we will review and update the strategy which has guided us over the past five years.

Our future established three core goals which are encapsulated in our motto: knowledge, wisdom, and humanity:

key goals themes: <ol style="list-style-type: none"><li><b><u>1. Research and discovery</u></b></li><li><b><u>2. Teaching and learning</u></b></li><li><b><u>3. Social responsibility</u></b></li></ol>	and four themes: <ol style="list-style-type: none"><li>1. Our people, our values</li><li>2. Innovation</li><li>3. Civic engagement</li><li>4. Global influence</li></ol>
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Our future set an ambitious agenda to build on the University's distinctive strengths, with a commitment to make a difference to society and the environment and protect our unique status as an open place of enquiry and challenge.

It looked to a future where we expand our world-leading research to address the most challenging global questions and exploit our capability for interdisciplinary research; transform the way our students learn to make them the most employable graduates and truly global citizens; and ensure that all our activities make a positive difference to society.

The strategic plan reinforces what already makes The University of Manchester distinctive: our excellence, openness and inclusivity, our longstanding commitment to social responsibility, our scale and breadth, our tradition of innovation, and our very close bonds with, and location at the heart of, Manchester.

Universities such as ours are ideally positioned to help address many of the world's major challenges, finding new means to deliver environmental sustainability, close the gap of societal inequalities, improve health, inform and empower citizens, and create the leaders of the future.

Find more about **Our future**

# Manchester 2035

**Manchester 2035** is a bold new strategy that will shape our direction for the next decade. It's about all of us – students, staff, alumni and partners – coming together to shape our ambitions and take on the challenges of the future.

Through collaboration, we'll consider who we want to be and how we get there, creating a joint plan that reflects our aspirations and benefits the communities we serve.

We are currently in the first phase (listening and discussing) of the process to develop Manchester 2035. We will publish the final strategy later in 2025.

## Equality, Diversity and Inclusion

From our beginnings nearly 200 years ago as England's first civic university, we've sought to break down barriers and improve lives. At The University of Manchester, we celebrate our diversity and the diversity of the communities we serve.

Our ambition is to be an inclusive place to work and study, one that is characterised by equity, diversity, and a sense of belonging for our community.

Our vision is to be recognised by staff, students, alumni, and our partners as an inclusive organisation. We will do this by creating an outstandingly inclusive place to work and study that is characterised by equality, seeing the value of diversity and where all have a sense of belonging.

We are committed to meeting and exceeding our obligations under current legislation and by doing more, we build on Manchester's existing reputation for its rich diversity and ensure we equip all our staff and students with the knowledge to sustain and enjoy a fully inclusive study and work environment.

Recognising, embracing and valuing difference leads to improvements for all.

We recently appointed a new Executive Director of EDI to lead our work in this area. We are proud to employ a workforce that reflects the diverse community we serve.

Download our **[Equality Information Report 2024](#)**.

Watch **[We Belong](#)**, a short film about our commitment to international and local inclusivity and diversity, featuring our students and staff.

# University Leadership

## Leadership

- President and Vice-Chancellor, Professor Duncan Ivison
- Registrar, Secretary and Chief Operating Officer, Patrick Hackett
- Vice-President for Research, Professor Colette Fagan
- Vice-President for Teaching, Learning and Students, Professor Jen Hallam
- Vice-President for Social Responsibility, Professor Nalin Thakkar
- Vice-President and Dean of the Faculty of Science and Engineering, Sarah Sharples
- Vice-President and Dean of the Faculty of Humanities, Professor Fiona Devine
- Vice-President and Dean of the Faculty of Biology, Medicine and Health, Professor Ashley Blom
- Vice-President, Regional Innovation and Civic Engagement, Professor John Holden
- Chief Financial Officer, Carol Prokopyszyn
- Executive Director of People, Eleanor Morrissey

The senior officers are supported by a number of associate vice-presidents, who are responsible for leading on cross-cutting, thematic priorities.

Our Chancellor, Nazir Afzal OBE, is the ceremonial head of the University and presides over meetings of the General Assembly and over degree congregations.

Detailed biographies of the **University's senior officers**.

### Governance

The University of Manchester's governance structure and constitution have been developed so that they hold true to the ethos, principles and requirements of good governance in higher education.

Governance is the responsibility of the following authoritative bodies:

### Board of Governors

The Board of Governors is the University's governing body. Chaired by Philippa Hird, and with 23 (mostly Lay) members, it has ultimate responsibility for the University's overall strategic direction and for the management of its finances.

### General Assembly

A two-way channel of communication through which the University presents its achievements to its broader constituencies and receives feedback and advice on matters relating to University business. It has around 100 members.

### Senate

The University's principal academic authority. The Senate is responsible to the Board of Governors for the promotion of research and for monitoring standards in teaching.

# Unit M

## Values



### Be Future Positive

Learn from history, champion social and economic innovation – future positive is the only way to be.



### Be Fierce

We are fiercely committed to our collaborators, our colleagues, our place and to creating good growth.



### Be Fast

The need for change is urgent – we operate with a start-up mindset – we take smart risks, learn and evolve.



### Make things happen

It won't be perfect every time – but standing still is the enemy of progress.

We get things done!

# About Cambridge

Cambridge is firmly established as a global hub for scientific and technological research, with over 5,000 innovation-driven companies, 36 research parks, five hospital trusts, two universities, and a thriving startup and investor community. It was recently named the world's most intensive science and technological cluster by Global Innovation Index for the third year running. University of Cambridge affiliates have won 125 Nobel Prizes and founded many of the UK's most successful science and technology companies, including ARM Holdings, Abcam, Darktrace, and Bicycle Therapeutics. Venture capital investment in Cambridge has surged, with startups and scaleups raising almost \$2.3 billion in 2024, and solidifying the region's reputation as a breeding ground for the next generation of global technology leaders.

## About Innovate Cambridge

Innovate Cambridge is on a mission to accelerate innovation and ensure pioneering discoveries are successfully translated for local and global impact. We orchestrate an aligned innovation vision and strategy for Cambridge to strengthen our position on the global stage, creating opportunities in Cambridge and across the UK.

Innovate Cambridge has worked with over 200 organisations to define a collective vision and innovation strategy for Cambridge which joins efforts into a single, collective engine for growth. We have a mandate and defined workstreams to support innovation activities to deliver more than the sum of their parts. Our focus is on activating a high-impact innovation ecosystem that accelerates growth in the short and medium term, while strategically preparing the ecosystem to fully capitalise on long-term infrastructure investments.





the region that drives opportunity for all.

Our ambition is to double the rate at which the Cambridge Cluster builds unicorns, double the venture capital investment the city's start-ups receive and to create twice as many science and innovation companies within the next decade. We achieve this through connecting government, academic and business - to deliver an innovation strategy for

## The role

### About the Cambridge × Manchester Innovation Partnership

The Cambridge × Manchester Innovation Partnership (CBG×MCR) is the UK's first cross-UK innovation partnership. Led by the universities of Cambridge and Manchester, through Unit M and Innovate Cambridge, with the support of our two Mayoral Combined Authorities, City Councils, businesses and investors, it aims to strengthen innovation networks, accelerate scale-up growth, drive private sector investment into R&D, and attract new foreign direct investment (FDI) to the UK.

CBG×MCR's ambition is to pioneer a new model of place-to-place collaboration to create a hyper-connected, high performing set of innovation ecosystems which amplifies what each can achieve independently to drive economic growth for the UK.

### Job purpose

Based in Unit M at The University of Manchester, you will take a lead role in contributing to the development and delivery of a programme that connects the innovation ecosystem in Manchester with Cambridge. You will coordinate engagement with businesses, innovation organisations and entrepreneurs to support new collaborations across the two ecosystems. Working closely with ecosystem partners in Manchester and Cambridge, you will provide accessible support and expert guidance that helps others to innovate more effectively and sustainably.

### Role Overview

The CBG x MCR Ecosystem Manager will lead in the coordination and delivery of activities that strengthen Manchester's innovation ecosystem connections with Cambridge. The role focuses on providing high level support for collaboration, community engagement and capacity-building initiatives, ensuring effective partnerships between businesses, entrepreneurs, universities and local stakeholders.

### Responsibilities

- **Community Building**
  - Lead the implementation of the community engagement strategy for the Partnership, with a particular focus on connecting the Manchester innovation ecosystem with Cambridge, working with the Director and programme leads.
  - Coordinate and facilitate communities of practice, forums and networking events focused on specific sectors, topics or skills that span across the Manchester and Cambridge networks.

- Work in collaboration with colleagues in Unit M and across the University and encourage collaboration.
- Engage with a diverse range of organisations to promote the Partnership and its ecosystem activities.
- Develop and maintain positive working relationships with colleagues across the two Universities and their partners.
- **Capacity Building**
  - Take the lead in planning, organising and delivering key events that provide networking opportunities and encourage peer support between the Manchester ecosystem and Cambridge partners.
  - Actively contribute to the creation and maintenance of platforms for collaboration and innovation between the Cambridge–Manchester community.
  - Facilitate and ensure access to the innovation capabilities in both ecosystems and support the development of partnerships.
  - Work collaboratively with start-ups and entrepreneurs across the partnership to co-design programmes based on identified skills and innovation needs.
  - Be responsible for the delivery of workshops, toolkits and resources that build confidence and skills in innovation and entrepreneurship.
- **Evaluation and Impact**
  - Produce regular communications and content to engage the CBGxMCR community and inform partners of opportunities.
  - Use digital engagement tools to tailor messages and monitor participation and drive success of the partnership.
  - Collect and analyse feedback to inform continuous improvement of the programme.
  - Share insights and learning with the Cambridge counterpart to support joint development.
  - Work with the wider CBGxMCR and Unit M teams to capture outputs and map outcomes.
- **Other**
  - Work with colleagues in establishing and maintaining the University's reputation and profile nationally (and internationally where appropriate)

- Deputise for senior colleagues as required
- Embed a culture of continuous improvement, collaboration, consistency and innovation; and lead on change initiatives
- Responsible for compliance with and promotion of university policies, procedures and requirements at all times - in particular those relating to health and safety; equality, diversity and inclusion; and information governance. Embed these within day to day working practices and ensure they are managed effectively

## Requirements

### EXPERIENCE

- Significant experience of working within an innovation, research or ecosystem development setting.
- Proven record of managing complex projects and activities on time and within budget.
- Familiarity with the Manchester and/or Cambridge innovation ecosystems.
- Experience of providing high level expert advice and support to multi-partner collaboration programmes

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### SKILLS

- Excellent communication and interpersonal skills, with the ability to build credibility across a wide range of stakeholders.
- Strong organisational, networking and coordination skills, with the ability to manage multiple competing priorities.
- Strategic awareness and problem-solving skills, with the ability to propose innovative solutions.
- Skilled in using digital platforms and social media for engagement

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### OTHER

- Commitment to Unit M and the University of Manchester's mission, benefiting society and the economy locally and globally.
  - Demonstrates professionalism, inclusivity and a collaborative approach to achieving outcomes.
-

## Process and how to apply

**Please apply for this vacancy via the job advert on the University of Manchester website, reference PSX-029787.**

The closing date for applications will be midnight on the 9<sup>th</sup> November 2025

We anticipate shortlisting will take place week commencing 10<sup>th</sup> November 2025 with interviews taking place week commencing 17<sup>th</sup> November 2025.

For informal enquiries please contact Michael Platt, Talent Partner for Unit M – [Michael.Platt@manchester.ac.uk](mailto:Michael.Platt@manchester.ac.uk)

*This position is part of a joint venture between the University of Manchester and University of Cambridge, and we will be recruiting in partnership to this position. Details of your application will be shared with relevant parties involved in the recruitment process at University of Cambridge. By submitting your application for this position, you are giving your implied consent for your data to be shared, this would be for recruitment purposes only and relevant GDPR process would be adhered to. Your application will be treated confidentially and will not be shared with any other party outside of this recruitment process.*

For more information, please contact Michael Platt  
[Michael.platt@manchester.ac.uk](mailto:Michael.platt@manchester.ac.uk)

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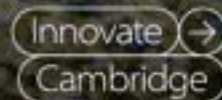
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