



## **Economy Scrutiny Committee**

Date: Thursday, 11 February 2021

Time: 10.00 am

Venue: Virtual meeting - Webcast at <https://vimeo.com/507454589>

**There will be a private meeting for Members only at 1:00pm Wednesday 10 February 2021 via Zoom. A separate invite will be sent to members with joining details.**

### **Advice to the Public**

The Local Authorities and Police and Crime Panels (Coronavirus) (Flexibility of Local Authority and Police and Crime Panel Meetings) (England and Wales) Regulations 2020

Under the provisions of these regulations the location where a meeting is held can include reference to more than one place including electronic, digital or virtual locations such as internet locations, web addresses or conference call telephone numbers.

To attend this meeting it can be watched live as a webcast. The recording of the webcast will also be available for viewing after the meeting has concluded.

## **Membership of the Economy Scrutiny Committee**

**Councillors** - H Priest (Chair), Green, Hacking, Johns, Noor, Raikes, Shilton Godwin, K Simcock and Stanton

## Agenda

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**1. Urgent Business**

To consider any items which the Chair has agreed to have submitted as urgent.

**2. Appeals**

To consider any appeals from the public against refusal to allow inspection of background documents and/or the inclusion of items in the confidential part of the agenda.

**3. Interests**

To allow Members an opportunity to [a] declare any personal, prejudicial or disclosable pecuniary interests they might have in any items which appear on this agenda; and [b] record any items from which they are precluded from voting as a result of Council Tax/Council rent arrears; [c] the existence and nature of party whipping arrangements in respect of any item to be considered at this meeting. Members with a personal interest should declare that at the start of the item under consideration. If Members also have a prejudicial or disclosable pecuniary interest they must withdraw from the meeting during the consideration of the item.

**4. Minutes**

To approve as a correct record the minutes of the meeting held on 14 January 2021.

5 - 12

**5. Growth and Development Directorate Budget - Final Proposals 2021/22**

Report to follow

**6. Skills and Adult Education**

The following suite of reports are to aid the Committee's understanding of the demand and supply of skills & adult education in the City, where the skills shortages and challenges are and how national and regional policy and commissioning and local delivery responds to these opportunities and challenges.

**6a. Overview and Context**

Report of the Director of Inclusive Economy attached

13 - 30

This report provides an overview of the supply and demand of skills and adult education in the city. It highlights the city's skills shortages and challenges and on the impact of Covid-19 on skills provision and labour market requirements. It also provides an update of some of the national and regional policy responses and commissioning, which are to supporting local delivery in responding to these challenges and opportunities.

- 6b. GM Digital** 31 - 38  
Presentation from the Industry Skills Intelligence Lead (Greater Manchester Combined Authority) attached

The presentation provides an oversight on how the Combined Authority is ensuring an appropriate talent pipeline for the economic growth of the city region.

- 6c. Manchester Adult Education Service (MAES) update** 39 - 54  
Report of the Head of MAES attached

The purpose of this report is to provide information on MAES performance in 2019/20, the challenges of COVID-19 and the impact on residents in 2019/20 and 20/21 academic years and the service response and how this will affect future delivery.

- 6d. The Manchester College Strategy and Performance Update** 55 - 74  
Report of the Principal and Deputy Chief Executive: The Manchester College/LTE Group attached

This report provides an update on The Manchester College's progress, performance and contribution to Manchester's work and skills outcomes since the last report to the Economy Scrutiny Committee in 2019.

- 6e. LTE Estates Strategy**  
Report to follow

- 7. Economy COVID19 Sit Rep Report**  
Report to follow

- 8. Overview Report** 75 - 90  
Report of the Governance and Scrutiny Support Unit attached

This report provides the Committee with details of key decisions that fall within the Committee's remit and an update on actions resulting from the Committee's recommendations. The report also includes the Committee's work programme, which the Committee is asked to amend as appropriate and agree.

## Information about the Committee

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Scrutiny Committees represent the interests of local people about important issues that affect them. They look at how the decisions, policies and services of the Council and other key public agencies impact on the city and its residents. Scrutiny Committees do not take decisions but can make recommendations to decision-makers about how they are delivering the Manchester Strategy, an agreed vision for a better Manchester that is shared by public agencies across the city.

The Economy Scrutiny Committee has responsibility for looking at how the city's economy is growing and how Manchester people are benefiting from the growth.

The Council wants to consult people as fully as possible before making decisions that affect them. Members of the public do not have a right to speak at meetings but may do so if invited by the Chair. Speaking at a meeting will require a video link to the virtual meeting.

Members of the public are requested to bear in mind the current guidance regarding Coronavirus (COVID19) and to consider submitting comments via email to the Committee Officer. The contact details of the Committee Officer for this meeting are listed below.

The Council is concerned to ensure that its meetings are as open as possible and confidential business is kept to a strict minimum. When confidential items are involved these are considered at the end of the meeting and the means of external access to the virtual meeting are suspended.

Joanne Roney OBE  
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## Further Information

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For help, advice and information about this meeting please contact the Committee Officer:

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This agenda was issued on **Wednesday, 3 February 2021** by the Governance and Scrutiny Support Unit, Manchester City Council, Level 3, Town Hall Extension (Mount Street Elevation), Manchester M60 2LA

## Economy Scrutiny Committee

### Minutes of the meeting held on Thursday, 14 January 2021

**This Scrutiny meeting was conducted via Zoom, in accordance with the provisions of the Local Authorities and Police and Crime Panels (Coronavirus) (Flexibility of Local Authority and Police and Crime Panel Meetings) (England and Wales) Regulations 2020.**

**Present:**

Councillor H Priest (Chair) – in the Chair  
Councillors Green, Hacking, Johns, Noor, Raikes, Shilton Godwin and K Simcock

**Also present:**

Councillor Leese, Leader  
Councillor Richards, Executive Member for Housing and Residential Growth

**Apologies:** Councillor Stanton

**ESC/21/1 Minutes**

**Decision**

The minutes of the meeting held on 3 December 2020 were approved as a correct record.

**ESC/21/2 Growth and Development Directorate Budget Proposals 2021/22**

Further to minute ESC/20/41, the Committee considered a report of the Strategic Director (Growth and Development), which provided a further update on the savings proposals being proposed as part of the 2021/22 budget process which reflected any feedback from the November 2020 meeting.

Key points and themes in the report included:-

- As at August 2020 the Directorate was forecasting a net overspend of £3.86m, this included Covid-19 related pressures of £7.305m, offset by in year mitigation of £3.445m;
- The Covid-19 pressures were made up of a combination of £4.718m reductions in income and increased cost pressures of £2.581m;
- The main loss of income had arisen within the Investment estate due to tenants not being in a position to pay their rents because their business has been impacted by Covid-19;
- In addition to the income reductions, there had been increased costs with the main costs being in respect of supporting the Corporate response to supporting the City's most vulnerable residents,, this was forecasted to cost over £2m in the current financial year; and
- As part of the ongoing work seeking to mitigate the above pressures in year forecast savings of £3.445m had already been identified, this was largely due to

staff savings because of vacant posts and reduced running costs across all services.

Some of the key points that arose from the Committees discussions were:-

- To what extent would the one year local government financial settlement have on the medium to long term economic recovery plan;
- It was saddening to see the impact that COVID had had on the Council's budget available to allocate to developing work and skills for adult learners;
- There was concern that with the inevitable reduction to staffing levels, it would be difficult to maintain an appropriate level of staffing to enforce building control across the city;
- How was the proposed income from increased rental going to be achieved;
- There was a concern that a reduction in the Council's employment and spending power will have a impact on the broader economy of the city and consequently Government needed to fund the Council appropriately to prevent this negative impact;
- There was concern that some of the cuts that the Council would need to make now to meet the £50m deficit in its budget would cost the Council more in the longer term and there needed to be a mechanism to revisit these decisions in future budget setting; and
- There was concern around digitising the planning process would result in there not being enough oversight by staff of what was being developed and that what was being developed was to an expected high quality.

The Leader advised that Government was investing a considerable sum of money into a variety of schemes, such as Kickstart, which were aimed at helping people get back into employment and develop new skills. There was also an expectation that Department for Education was going to increase funding for Adult Skills and retraining at Level 3. The only negative around this was the likelihood that these initiatives would be delivered by a small cohort of national contractors, and local elements would need retrofitting into these schemes. He also added that difficulties existed due to the fact that Government departments were not working in a joined up approach at a national level, reflecting that the employment programmes were disconnected for the skills programmes.

The Committee was also advised that robust arrangements had been put in place management and partnership arrangements for the medium to long term economic recovery of the city, however these arrangements would need to be adapted to the whims of national government in regard to funding that would be made available.

The Strategic Director (Growth and Development) confirmed that the Council had identified specific new income from its investment estate from the renegotiation of a lease.

The Executive Member for Environment Planning and Transport acknowledged the challenges that would exist by not filling the vacant posts with the Council's Planning Department especially in light of the major schemes and strategies that would be being implement in the future. It was commented that options such as a shared

service with another local authority were being looked at as apart of a service review of the Council's Planning function.

The Leader reminded the Committee that the proposals being put forward were due to the Council requiring to make £50m of savings to its budget and that the proposals being considered were the least worst options. It was hoped that in three to five years' time, with the return of commercial income some of these proposed cuts could be revisited and if required reintroduced.

The Strategic Director (Growth and Development) confirmed that it wasn't proposed to digitise the whole Planning Service, but rather use new technologies to improve aspects of the service.

### **Decision**

The Committee agree the savings proposals as described within the report and endorse these to the Executive.

### **ESC/21/3 ALMO - outcome of the offer to tenant's consultation**

The Committee considered a report of the Chief Executive, which provided Members with the conclusion of the test of opinion of tenants and leaseholders as part of the Northwards ALMO review. The report provided a summary of the opinions indicated and recommended that the decision to insource the housing management and maintenance function was now confirmed. The report also include a summary of key actions and milestones, risks and process to develop post-transfer governance arrangements.

Key points and themes of the report included:-

- Tenants and leaseholders have been consulted on the proposal to take direct control of the management of the housing service from 5 July 2021;
- A total of 1633 people voted (1572\* tenants and 54 leaseholders). This was 12.52% of those able to participate (12.57% tenants 11.87% leaseholders);
- 1524 (93%) people voted in support of the proposal to bring the management of their council home into direct management by the Council;
- The response rate of 12.54% was consistent with other local authorities who are proposing to or have recently taken their ALMO services in-house;
- The result was not binding but was one of the factors that were to be considered in making the decision about the future management of the service;
- An outline of the practical steps for the delivery of the transition;
- Consideration of the governance and accountability arrangements; and
- Intended timescales, including critical actions and milestones.

Some of the key points that arose from the Committees discussions were:-

- Whilst the response rate was in consistent with other local authorities, some members still felt that this was low;

- It needed to be recognised that the consultation had strongly implied that transferring the ownership back into the Council would improve the service offered to tenants and it was hoped that this could actually be achieved;
- There was a need to safeguard the successful rent collection that had been achieved to date and the welfare support and financial advice available to tenants from Northwards currently;
- It was felt that scrutiny of the final governance arrangements had been omitted from the milestones within the proposed timescales;
- More detail was needed on how returning control of the ALMO to the Council would improve community safety and anti-social behaviour within those communities in North Manchester and if these existed now, should be implemented now;
- More discussion was needed as to why the repairs and maintenance contract was proposed to continue to be outsourced

The Executive Member for Housing and Regeneration commented that the challenges identified by tenants existed as a result of the impact of cuts over many years. She advised that conversations with tenants would be honest around what would be achievable and it was envisaged that the proposals to bring the ALMO back into the control of the Council would improve joined up working with tenants at a local level. It was also acknowledged how successful rent collection had been under Northwards and a commitment to safeguard this was made alongside the welfare and financial support that was offered to tenants.

It was agreed that scrutiny of the final governance proposals would be factored into the timescale milestones.

In terms of the repairs and maintenance contract, it was explained that it would have been desirable for this to come back into control of the Council as well, but there was a need to remain realistic insofar as what was deliverable in the timescale of the wider management of the housing service returning to the Council. It was commented that this would be something that would be explored in the future with tenants.

The Director of Housing and Residential Growth advised that he would be looking to maximise the interaction and interrelationship with Neighbourhood Services and other agencies to tackle Anti-Social Behaviour and Community Safety, providing a single point of contact and clear accountability to tenants.

## **Decisions**

The Committee:-

- (1) Endorses the recommendations to the Executive, those being:-
  1. Note the outcome of the "test of opinion" consultation and the support for the council's proposals.
  2. Note the proposals contained within the report about how the new council-controlled service governance is being developed and how tenants will be involved and empowered in the decision making about services to homes and communities.



3. Note the appointment of a project lead, and the indicative project stages and timetable for the delivery of the insourcing project.
4. Members confirm support for the retention of “Northwards” as a brand identity for the council housing service.

But in doing so request that the Executive take on board the comments made by members.

- (2) Welcomes the commitment by the Executive Member for Housing and Regeneration to review the control of the repairs and maintenance contract at a future point.
- (3) Agrees to add to its Work Programme further scrutiny of Manchester Move and Yes

### **ESC/21/4 Affordable housing delivery update**

The Committee considered a report of the Strategic Director (Growth and Development), which provided an update on how the Council and its partners would deliver a minimum of 6,400 affordable homes from April 2015 to March 2025.

Key points and themes of the report included:-

- Increasing the delivery of housing (affordable housing in particular) would be a key part of city’s recovery following the Covid-19 pandemic;
- The demand for housing from the most vulnerable in the city had not diminished following the crisis and if anything, the requirements of residents most in need had become even more acute with the numbers of people on the Housing Waiting List and in temporary accommodation continuing to grow;
- The Council was looking to significantly upscale the delivery of new affordable homes and to this end, the existing delivery platforms established with RPs – including use of our land assets – and working in conjunction with Homes England investment programmes remained key;
- The Housing Delivery Vehicle would soon begin to deliver new affordable homes, bolstering the pipeline and helping the city meet and exceed the 6,400-minimum target by 2025; and
- An overview of proposals as to how the Council intended to increase the future supply of Affordable Housing.

Some of the key points that arose from the Committees discussions were:-

- It was felt that the Committee should proactively engage with the proposed pipeline of housing development in terms of its future work programme;
- There was concern that with the impact of the Covid pandemic and increasing financial restraints residents find themselves in, people may still affordable rents and shared ownership out of reach;
- How achievable was the target of 6,400 properties by 2025;
- It was pleasing to see the city centre developments moving forward as part of the housing delivery model;
- Was there an indication on how quickly progress would be made in the delivery of affordable housing; and
- Clarification was sought what was meant by the delivery of the developments would be fully funded through the PWLB via a simple company structure

The Executive Member for Housing and Regeneration agreed that it would be of benefit if Scrutiny kept an oversight on the future delivery of housing development as part of its future work programming. She shared concerns raised around affordability and advised that this was a reason why the Council was looking to establish its own housing delivery vehicle to allow for some flexibility in affordability. It was commented that based on the rate of current development, the Council was projected to surpass its target of 6400 properties by 2025, however, it was acknowledged that the long term impact of the Covid pandemic needed to be taken into account.

The Strategic Director commented that the Council had strong partnerships in the housing sector with Registered Providers that would drive the delivery affordable housing and the Council also had a series of meetings with Homes England to discuss accessing £12 billion of additional government funding for 180,000 affordable homes. She also advised that the Council's housing strategy was subject to review in October 2021 and a revised strategy would be presented to the Committee.

The Director of Housing and Residential Growth explained that the PWLB, stood for the Public Works Loan Board and the Council was able to borrow money at advantageous rates which would fund some of the developments through a Housing Delivery Vehicle.

## Decisions

The Committee-

- (1) Notes the report.
- (2) Notes that the Chair will discuss with Officers and the Executive Member for Housing and Regeneration the best way for Scrutiny to monitor the proposed pipeline of housing development in terms of its future work programme.

## **ESC/21/5 Our Manchester Strategy Reset - Draft Strategy**

The Committee considered the report of the Deputy Chief Executive and City Treasurer that provided an update on the draft Our Manchester Strategy – Forward to 2025 reset document. The Our Manchester Strategy – Forward to 2025, would reset Manchester's priorities for the next five years to ensure the Council could still achieve the city's ambition set out in the Our Manchester Strategy 2015 – 2025.

Key points and themes in the report included:-

- Describing the background to the Our Manchester Strategy reset;
- Providing an overview of the Our Manchester Strategy – Forward to 2025;
- Describing the final design and communications; and
- Next Steps.

Some of the key points that arose from the Committee's discussions were: -

- It was important to remember the internationalism of the city and would it still be able to attract people from Europe and around the world post Covid and Brexit;

- The idea of a one-page summary document for the public to engage with was welcomed; and
- Whilst Members endorsed the output of the strategy, the impact of the pandemic had had significant impact on the city and this needed to be acknowledged.

The Leader acknowledged the impact that the pandemic had had on the city but felt that there were many initiatives still in place that would allow for the economic and social recovery of the city. He added that the Council also needed to take hold of the opportunities that arose from the crisis. In terms of internationalisation, there was a lot of uncertainty arising from Brexit – the perception of the UK and practicalities. He added that the Brexit deal would allow Universities to continue working with European Universities on research programmes and Manchester would continue to be a member of international networks.

### **Decision**

The Committee endorse the recommendation that the final version of *Our Manchester Strategy – Forward to 2025* be taken for consideration by the Executive in February 2021.

### **ESC/21/6 Economy COVID19 Sit Rep Report**

Further to Minute ESC/20/49 (Update on activity under COVID 19), the Committee considered a report of the Strategic Director (Growth and Development), which provided a further update of the current situation in the city in relation to COVID-19 and an update on the work progressing in Manchester in relation to areas within the remit of the Committee.

The key points and themes included:-

- An economic overview at a national, regional and local level;
- A sectoral impact update, including the impact on footfall within the city, hospitality and visitor economies, aviation and universities;
- The steps needed to stimulate development and investor confidence in the city;
- Work being undertaken with TfGM to agree a broad overall transport plan to support the gradual opening up of the city with a focus on pedestrian movement and safe use of public transport;
- Work being undertaken around Skills, Labour Market and Business Support following on from the THINK report findings; and
- A progress update on the lobbying of government for additional funding.

The Strategic Director (Growth and Development) also provided a verbal update on the most recent developments since the publication of the report.

Some of the key points that arose from the Committee's discussions were:-

- Could an update on the spend on discretionary grants be provided;
- It was felt that more detail around the impact of Brexit on the economic recovery of the city needed to be included in future reports; and

- There was concern in relation to the number of developments that included large amounts of commercial and retail space given the impact of Covid on these markets

The Leader advised that in terms of Brexit, at present, there was no discernible impact of the UK's exit on the city reported at the last meeting of the Economic Recovery Group and assurance was given that this would continue to be monitored. In terms of developments with large commercial and/or retail offers, he advised that, from feedback from developers, agents, and contractors, there was real optimism of the commercial market in the city centre once Covid restrictions were lifted. For the effective recovery of the city's economy, it was necessary for developments to be built and ready for occupancy or be in the pipeline for construction.

In relation to discretionary grants, it was reported that it had been agreed that the period of payment of these would be extended and Officers were looking at how the range of support to businesses could be extended, which would be considered at the next Economic Recovery Group.

### **Decision**

The Committee notes the report.

### **ESC/21/7 Overview Report**

The Committee considered a report of the Governance and Scrutiny Support Unit which contained key decisions within the Committee's remit and responses to previous recommendations. Members were also invited to agree the Committee's future work programme.

The Chair advised the Committee that she was awaiting an indication from Officers of when consideration of the Local Plan would be appropriate.

It was also suggested that the Committee looks at the role Higher Education Institutions play in the city's economy connected to internationalisation.

### **Decisions**

The Committee:-

- (1) Note the report.
- (2) Agree that the suggestion for additions to the Work Programme be considered at the work programme setting session in May 2021.

**Manchester City Council  
Report for Information**

**Report to:** Economy Scrutiny Committee – 11 February 2021

**Subject:** Skills and Adult Education

**Report of:** Director of Inclusive Economy

### Summary

The purpose of this report is to provide an overview of the supply and demand of skills and adult education in the city. The report provides an overview of the city's skills shortages and challenges and on the impact of Covid-19 on skills provision & labour market requirements. It also provides an update of some of the national and regional policy responses and commissioning, which are to supporting local delivery in responding to these challenges and opportunities.

### Recommendations

Members are requested to consider and comment on the information within this report.

**Wards Affected:** All

<b>Environmental Impact Assessment - the impact of the issues addressed in this report on achieving the zero-carbon target for the city</b>
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Improved skill levels across the city, especially in relation to digital skills and green economy jobs, will underpin the achievement ensuring residents benefit from the opportunities arising from the transition to a zero-carbon economy.
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<b>Our Manchester Strategy outcomes</b>	<b>Summary of how this report aligns to the OMS</b>
A thriving and sustainable city: supporting a diverse and distinctive economy that creates jobs and opportunities	This report identifies the current and future skills needs for the city. It focuses on the need for employers and skills providers to collaborate on creating skills provision that better aligns to the jobs and opportunities and supporting a demand led skills system in the city.
A highly skilled city: world class and home grown talent sustaining the city's economic success	This report highlights national, regional and local opportunities that employer and skills providers can leverage to fill skills gaps and better support residents to access learning and employment opportunities.
A progressive and equitable city: making a positive contribution by	This report highlights challenges and growth sectors and outlines the importance of supporting those most affected by the impacts

unlocking the potential of our communities	of Covid-19 to be resilient and where possible remain in healthy employment.
A liveable and low carbon city: a destination of choice to live, visit, work	Please refer to Environmental Impact Assessment.
A connected city: world class infrastructure and connectivity to drive growth	Improved skill levels across the city will underpin the achievement of this outcome. A more cohesive and economically relevant skills system will support inclusive growth opportunities for residents.

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

- The Greater Manchester Local Industrial Strategy
- The State of the City 2020
- Developing a More Inclusive Economy – Our Manchester Industrial Strategy
- Manchester Adult Education and Skills Plan 2020-2025
- Powering Recovery: Manchester’s Recovery and Investment Plan
- Driving digital inclusion and bridging the digital divide
- Skills for jobs: lifelong learning for opportunity and growth

## **1.0 Introduction**

- 1.1 This report provides an overview of Manchester's current skills landscape, which has been evolving since March 2020. The full impact of Covid & its economic consequences remains unclear. Appendix one contains the most recent Labour Market Statistics Update.
- 1.2 This report also outlines the challenges and opportunities presented by the current situation and details the emerging picture, short term impact and current predictions of longer-term change. This report outlines the national, regional, and local response to date and identifies where further opportunities may present. It should be noted that the unprecedented nature of the pandemic and evolving policy response from national government, often provided without consultation, with limited detail and time to implement, has required a reactive local response. Ongoing monitoring is needed to fully understand the impact of the pandemic, structural changes and the full impact of the Brexit transition period.
- 1.3 Economic growth is vital to fulfil Manchester's ambitions of being in the top flight of world class cities by 2025. A thriving and inclusive economy, underpinned by continued development, regeneration, and diversification of the economy are crucial determinants of residents' access to opportunity, prosperity and wider life experiences, including health and wellbeing.
- 1.4 In order to connect all of Manchester's residents to new employment opportunities and ways of working, fully recognising and facilitating the support of our diverse communities has become an increasingly important factor throughout the pandemic. In addition, ensuring that providers and businesses can respond in an agile way to their current pressures, is a vital component in building a demand led and inclusive skills system that can deliver several of the Council's strategic priorities presented in the Developing a More Inclusive Economy – Our Manchester Industrial Strategy and Powering Recovery: Manchester's Recovery and Investment Plan.

## **2.0 Pre-Pandemic Labour Market Growth and Demand**

- 2.1 Manchester has had and continues to have a key role as the regional centre of GM, driving economic growth and the employment base of the GM economy. Before the Covid-19 pandemic, the city centre accounted for 44% of all employment within Manchester and 13% of employment within Greater Manchester, with over 176,000 jobs.
- 2.2 The State of the City 2020 report evidences the continued growth of the city's economy over the last year. Manchester's high-growth sectors (in terms of GVA and number of jobs) has remained consistent over recent years. At the time of the report, business, financial and professional services; cultural, creative and digital; education, health & social care and wholesale and retail remain major growth sectors, providing a large employment base with a range of opportunities. Manchester also continues to have a leading reputation for

enterprise with the number of active enterprises increasing by 34% since 2015.

- 2.3 Science, research and development has replaced construction as a major growth sector and is projected to continue to grow at a fast pace. However, the construction sector has been fairly resilient to the shock of the pandemic. In recent years, much of the growth in employment in Manchester has been driven by businesses investing in the city due to the large and diverse graduate talent pool and the expertise and research strengths at the universities. This has been particularly evident in the digital sector, where higher level skills are at a premium but also bio-science and advanced materials. Businesses have also been attracted to move to Manchester as a more affordable alternative to London.

### **3.0 Pre-Pandemic Labour Market & Skills in Manchester**

- 3.1 A key factor in Manchester's continued success and resilience has been the development of a diverse economy which has been supported with an increasingly skilled workforce. Manchester is a young city as a result of population growth and in part driven by the strong higher education (HE) provision and good graduate retention. Within the city, the University of Manchester, (UoM) Manchester Metropolitan University, (MMU), Royal Northern College of Music (RNCM) and UCEN provide a plethora of undergraduate and postgraduate level courses in academic and vocational fields.
- 3.2 An increase in graduates remaining in the city to live and work post-graduation has supported growth in the economy and investment by businesses increasingly attracted by the talent pipeline. In addition, Manchester's HE institutions are home to world class specialisms and centres of excellence, research and expertise that have supported growth in the city's key sectors. Importantly, much progress has been made in ensuring that some of Manchester's most disadvantaged young people access the city's world class HE offer and beyond via a number of widening participation initiatives and improvements in careers information advice and guidance.
- 3.3 Nationally the UK faces challenges around skills shortages, particularly for higher-skilled and technical roles. For employers, the speed of growth within Manchester's economy is currently creating challenges in fulfilling demand with the required skills, particularly in higher-skilled occupations such as financial and professional, managerial & professional and digital and creative roles. The skills gap is particularly acute in the digital sector but there are also skill shortages in other key sectors such as construction.
- 3.4 It has been well documented that improvements made in recent years to skills, qualifications, job security and wages have not reached all our residents and communities. In Manchester, over half the working-age population with low or no qualifications are not in employment (40,000 out of 76,000). This has led to a persistent gap between workforce and resident wages. Manchester's residents, particularly the over 50 and minority ethnic population, are still



underrepresented in higher paid, higher skilled sectors and occupations, and overrepresented in lower paid jobs, with too many paid below the Living Wage.

- 3.5 To progress and deliver the city's ambitions, all residents must receive the support to develop the skills needed no matter their starting point. To achieve this, publicly funded skills provision and support must be targeted where it is most needed. As well as providing opportunities to retrain for new roles, it is important that there are opportunities to access skills and progress careers within all sectors, as well as providing access to higher level technical and professional skills to move from shrinking to growing sectors in the economy. The development of essential core skills such as communication, team-working; initiative and motivation and the provision of careers guidance support and inspiration are also essential components in providing tailored and effective employment support.
- 3.6 A high proportion of Manchester's residents are qualified to degree level or above with 40% now holding higher level qualifications, higher than the national average (38%). Over the past 15 years, the proportion of residents with no qualifications has reduced from 25% to 11%. Skills and qualifications have an impact on how residents fare in the labour market. In Greater Manchester, the employment rate of those with higher level equivalent qualifications (L4+) is 84%. In contrast only 37% of people with no qualifications are in employment.
- 3.7 Digital skills continue to grow in importance across all occupations, as well as in everyday life. Digitisation and automation continue to play a significant role in the changing skills needs in the economy and the world of work. Recent findings from the GM Industry Intelligence Team tell us digital skills are needed across all growth sectors based on the impact and further acceleration of digitisation. The results of this work are the subject of a separate report /presentation to this Scrutiny meeting.
- 3.8 Employers have also started to think more creatively about how they recruit and upskill their own workforce. In particular, employers in key-growth sectors are increasingly recognising the need to work in partnership with training providers to support workers to progress whilst in employment. Although many employers invest in staff training, this is often provided to staff who are already well-qualified, whilst workers with a lower starting point receive less employer-funded training, resulting in residents with the lowest skills levels being least likely to benefit from employer-funded training.

#### **4.0 Impact of the Covid pandemic on Manchester's Labour Market & Demand for Skills**

- 4.1 Recent forecasts from the Bank of England and the Office for Budget Responsibility suggest unemployment nationally may peak at slightly under 8% in the middle of 2021. Based on past trends, we would anticipate the unemployment rate being 1.5% higher than the national rate in the City, which implies Manchester may expect an unemployment peak of about 9.5%

in the second quarter of 2021. However, all projections should be treated very cautiously in the current environment.

- 4.2 The most recent Labour Force Survey (LFS) (Jan 2021) shows the unemployment rate for the NW rose to 4.9% in the three months to October 2020 - 0.7 percentage points (ppts) higher than the previous quarter (241,000 more unemployed people) and 1.2ppts up on the same period last year. In Manchester the rate of unemployment decreased from 6.2% to 5.6% in the three months up to September but there are caveats with methodological methods of LFS modelling at Manchester level.
- 4.3 Claims for UC have continued to increase. In November 2020 there were 76,479 people on UC in Manchester. This compares with 42,120 in March 2020. Older people are accounting for more claims. Since the autumn increasing number of claims from people in their 50's and 60s have become apparent whilst there has been some decline in the numbers of young people (under 20s) receiving unemployment support.
- 4.4 There were 33,400 employees on furlough in Manchester on 31st December 2020 (see table 2) – 2,100 fewer than in November. This represents 14% of the total number of eligible employments. In addition to this around 16,800 Manchester residents had claimed help from the second round of the self-employment income support scheme.
- 4.5 Many Manchester employers remain uncertain about the future of their workforces but there has been strong employment growth throughout the pandemic in some of the City's key sectors; namely health & social care, education and digital, with the Hut Group near the Airport providing the largest number of vacancies in GM.
- 4.6 Local restrictions, a shift to online shopping and reduced travel has meant that the economic downturn has had a far bigger impact for some industries more than others. The importance of the foundational economy was highlighted throughout COVID-19 in sectors such as healthcare and food. However, other parts of this economy such as hospitality, retail and tourism have been hit the hardest. Retail, hospitality and tourism together provide a significant employment base with a range of jobs including entry level, which are more accessible to lower skilled residents.
- 4.7 The visitor economy has collapsed - Manchester Airport saw a 99% reduction in passenger flights and 'normal' operations may not return until 2022, impacting on the Airport and related jobs. There are circa 25,000 staff working at Manchester Airport and while there have been some redundancies, furlough has protected most jobs. Air freight has fared much better during the last 12 months.
- 4.8 The impact on our city's cultural and creative industries sector cannot be overstated, both in the short term due to the shutdown of the economy, and in the long term due to social distancing measures, consumer confidence and structural changes to the sector. The sector employs a wide variety of

staff, freelancers and creative practitioners, some of whom have not been eligible for Government support programmes such as furlough or business grants. In response, Manchester City Council in conjunction with the Savannah Fund has recently launched a grants programme, specifically targeted at freelancers in the cultural sector.

- 4.9 The pandemic has been a catalyst for digital transformation across all sectors in the City. This has accelerated the demand for more technical digital skills for all sectors and sizes of businesses. The types of skills needed are wide ranging and include: high level technical skills needed within existing IT teams in businesses (especially around areas such as cyber, data analysis and software development); digital specific leadership and management skills (especially around the more supportive, remote team management roles) and digital skills for non-technical staff (data analysis, cyber, User Experience and Digital marketing skills).
- 4.10 This acceleration supported by the pandemic's restrictions has also put a spotlight on the cities growing digital divide and the need for digital skills for access to services & support, as well as for learning and work. Adult learning providers and VCSE have responded and adapted well to increase their basic digital skills offer but there was already a challenge for providers engaging with learners who have low levels of digital skills & confidence with digital skills training. One of the key issues is the availability of digital kit, data and for many learners, having a place where they can safely and proactively engage in learning. Both MAES and The Manchester College provide more detail in their reports to Scrutiny.
- 4.11 Despite the impact of COVID-19, the city remains well-placed to align investment to support some of the City's major projects to enable the continuation of the city's growth and generate future employment opportunities. These projects set out in the City's Economic Recovery Plan – Powering Recovery include catalytic projects such as North Manchester General Hospital, Northern Gateway, and Mayfield, new research and scale-up manufacturing sites, such as the Manchester Manufacturing Innovation Park and Innovation District Manchester and Expansion of Space Studios Manchester to further boost film and TV production in the city.
- 4.12 Developments such as MMU's new £35m digital arts school, School of Digital Arts (SODA) and The Cyber Resilience Centre for Greater Manchester (CRCGM) will attract growth and add to the city's creative and digital technical skills and training offer.
- 4.13 There will also be significant opportunity for job growth through the development of Manchester's approach to achieving zero carbon by 2038. Skills will be required to fill roles to drive domestic retrofit, renewables generation, zero carbon new builds, low carbon vehicles, infrastructure development and environmental activities.

- 4.14 Businesses have adapted quickly to new ways of working and employer goodwill has continued to remain strong with employers actively supporting Manchester's economic recovery plan.

## **5.0 Residents Most Affected by the Changes of Labour Market**

- 5.1 The rapid move to working from home has highlighted existing work-based inequalities and showed that certain industries were more agile and better equipped to a transition to home working than others.

- 5.2 The THINK report, which the City Council commissioned in June 2020 identified key groups of residents of unemployment:-

- Young people - As young people more commonly lack experience and employability skills, young people those still in education and those at the early stages of their careers, are disproportionately affected by large scale economic downturn. Young people's ability to gain full & part time employment opportunities due to the sectoral impact in hospitality, leisure and culture has been challenged. This played out with the most significant rise in unemployment last summer being in the 18 to 24 year old age group. Latest figures show that this is starting to change.
- A 'stay in education' message was promoted throughout spring and summer terms to young people at all educational levels in response to the downturn in employment, and travel opportunities. This has resulted in the number of NEET young people in the City only slightly increasing in 2020, as compared with 2019. A record number of students applied to UCAS for 2020 starts nationally. Analysis by UCAS also shows that deferral rates did rise as expected. Domestic and international student recruitment has been strong in the city, with an approximate 74,000 students in the city for the academic year 2020/2021.
- Graduates - Official Higher Education Statistics Agency Data detailing graduate outcomes for 2020 students will not be published until Easter 2021. Anecdotal evidence from the sector and the business community indicates that many offers of employment and training to 2020 graduates were rescinded, and schemes that had not yet been advertised were pulled due to new pressures on organisations. In particular, SME's have had limited ability to support graduate recruitment and development. Larger employers also had concerns about onboarding young talent (graduates and apprentices) while the majority of their workforces worked from home. Recent graduates are more likely to be in more precarious unemployment with limited employment rights and as such are more likely to be made redundant.
- Older workers - The % of older learners going into sustained employment following their learning in the City was already much lower than other age groups before the pandemic. There is a concentration of older people in sectors that were closed during lock-down - including non-food retail, restaurants and hotels, passenger transport, personal services and arts

and leisure services. Prior to the Covid-19 crisis, people aged 50-64 also already had the lowest re-employment rates following redundancy and without support may struggle financially, while in addition facing the increased risk of falling into long-term unemployment and ill health.

- Black, Asian and ethnic minority groups - Adults of visible ethnic minority fared worse in previous economic recessions than the white majority, exacerbating pre-existing inequalities with higher unemployment, lower earnings, lower self-employment rates and higher housing costs. The consequences were far reaching and long lasting. The spike in the Claimant Count in neighbourhoods with high Black, Asian and ethnic minority populations is likely to be driven by the high proportion of residents in these areas who work in occupations linked to hospitality and the night- time economy. There is a need for the City to better understand which ethnic minority groups are being impacted most and how. National data particularly data linked to health inequalities, tell us that Black African, Black Caribbean, Pakistani, Bangladeshi and the wider South Asian communities are most at risk.
- Part time and self-employed workers - Part-time and self-employed workers have grown much faster than full-time jobs over the past decade. Many of these workers including freelancers are not able to access the government's income support for freelancers because of the scheme's exclusions. Practitioners in the cultural sector for example have been disproportionately impacted because of the nature of their working patterns, portfolio careers and new sector entrants also fall outside the reach of the scheme.
- Low Skilled - Prior to the pandemic we know that some groups were already more likely to have low skills levels particularly older residents, those for whom English is not their first language, disabled residents or residents with a long-term illness. Low skills levels are linked to lower rates of employment and with employees being less likely to access learning and training opportunities. They are more likely to be employed in low paid jobs vulnerable to automation and difficulty with moving into better paid, good quality work. Low skilled workers are therefore now more vulnerable to job losses related to both structural changes in the economy and COVID-19.

5.3 Beyond the Think Report, there is evidence of the disproportionate impacts on other priority groups – According to the UN Women's 'The future of the poverty gender gap' report - women tend to earn less, have fewer savings, are more likely to have worked in 'shut down' sectors and those that are employed are more likely to work part-time/ less likely to be in secure employment, are more likely to be carers, make up the majority of the single-parent households – all experiences that may therefore result in women having to drop out of the labour market.

5.4 Evidence also suggests that refugee communities, residents with literacy issues, learning disabilities, mental health issues, visual or hearing

impairments, English as a second language may also be disproportionately disadvantaged by the impacts of Covid-19. It is important to note that many of these groups overlap, for example women, disabled people and those of many minority ethnicities are all more likely to be low earners. Emerging evidence strongly suggests that COVID-19 is exacerbating pre-existing inequalities therefore it is vital that COVID-19 response, recovery and rebuild efforts take account of intersectionality of disadvantage.

## **6.0 Additional Skills Challenges and Opportunities**

- 6.1 Supporting those 30,000 who were already long term unemployed and economically inactive was an existing challenge for the city - with the Government announcing a number of new packages to support those newly unemployed –there is concern that the support available for the long-term unemployed will compete with the demands on resource to support those newly unemployed.
- 6.2 Minimising the number of Manchester residents who move from being on furlough to redundancy in time for the Coronavirus Job Retention Scheme coming to an end through offering employer led learning and training opportunities is essential. This will support individuals to update their skills, maintain motivation and consider future career options. It is crucial that residents both within and out of work are supported to grow and retain social and emotional skills as well as adaptability and resilience skills – to ensure they progress through any further changes to the supply chain.
- 6.3 In 2019, the City estimated 27,000 adults in Manchester were digitally excluded. In reality we know this number is in fact much higher and growing with GMCA having the 2020 headline figure for those digitally excluded across GM as 1.2 million people. As evidenced in the Driving Digital Inclusion and Bridging the Digital Divide paper that went to Communities and Equalities Scrutiny Committee in December, the pace of digital transformation means digital inclusion is important to skills acquisition generally and more residents will need support to adapt and upskill throughout their working lives.
- 6.4 Throughout the 2020 summer term and into the autumn term, providing virtual enrolment support, including bespoke careers advice and guidance, and assisting students, parents and carers and providers to navigate the COVID-19 assessment processes was a key priority for post-16 providers. Significant cross sector collaboration, supported by existing strong partnerships, has secured strong participation rates across the city.
- 6.5 Notably, technical and professional pathways have been disproportionately disrupted with practical skills training being harder to deliver virtually resulting in students missing key learning and development opportunities. In addition, employer engagement opportunities e.g., work experience placements and site visits were significantly reduced as businesses navigated the pandemic and restrictions.

- 6.6 Many of the recent changes in working and learning conditions appear to be here to stay. Social distancing and working from home impacts on communities differently and for many applying for new employment opportunities and working from home may be a challenge. Some residents may now be excluded from a range of jobs where employers have decided that they will be home based. Positively, employer goodwill remains strong, many have strengthened their health & wellbeing offer and many will return to workplaces in some format.
- 6.7 Apprentices play a crucial role in the city's skills landscape, particularly in key sectors and there has been an impact on existing early career apprentices ability to complete programmes and qualifications, and therefore to maintain employment or secure another opportunity.
- 6.8 To respond to the first National lockdown our adult education providers rapidly and successfully adapted to the needs of their current learners and developed new models of blended and distance learning. This enabled them to reduce the group sizes that meet in physical classrooms and therefore maintain social distancing whilst also being financially viable. Further detail will be provided in the MAES and College reports.
- 6.9 At the start of the third lockdown, the closure of physical learning spaces for adult education and skills providers resulted in a full online learning model being rolled out from many adult education and skills providers across the city. The only way residents can engage with learning opportunities is through access to the right devices, data and/or the skills to use them. Digital inclusion is a significant factor but even with the technology and data, many learners do not have a suitable learning environment or the skills and confidence to work independently.
- 6.10 Despite January 2020 research by the Learning and Work Institute finding national adult participation in education had fallen to a record low, the 2020 Adult Participation in Learning Survey found that there had been high levels of participation in learning during lockdown. Over two in five (43%), 22 million people across the UK, had taken part in some form of 'lockdown learning'. However, participation remained low from groups who could most benefit being, such as adults in lower socio-economic groups (29%), who were half as likely to take part in lockdown learning compared to adults in higher socio-economic groups (57%) and just one in three (34%) adults who were out of work took part in lockdown learning, compared to over half (52%) of those who were in employment.
- 6.11 A more flexible adult learning system is needed to enable providers to better serve the changing needs of Manchester's local communities. Those learning providers who may have been risk adverse pre-pandemic, had to change and adapt to respond the new challenges - providing an opportunity for the city to continue to flex learning offers to quickly respond to individuals' circumstances, job prospects in the labour market, and delivery affordability criteria.

- 6.12 There is an opportunity for us to re-value the Foundational Economy's place within the wider economy. Over the past ten years, some of the fastest employment growth in Manchester has been in sectors which create low skilled and low paid jobs, including administrative and support services, retail, accommodation and food. This is likely to continue. We need to work with employers in these sectors to ensure they drive up productivity levels and skills and that new jobs created in them offer good quality work.

## **7.0 National Policy Response to Skills & Labour Market issues**

- 7.1 In July, Government announced A Plan for Jobs 2020 Policy Paper which sets out a number of initiatives that aim to support people back into work. One of the key initiatives to support young people was the £2bn Kickstart programme, which provides a wage subsidy for employer to provide employment for an unemployed 18 to 24 year old. The job needs to be additional and employers with 30 or more vacancies have been able to register their opportunities on the DWP website. Employers with fewer than 30 vacancies were encouraged to register through a Gateway organisation. This has recently changed and employers with fewer than 30 vacancies can register them directly or go through existing Gateway organisations. Despite the scale of the programme, Kickstart has made a slow start, with some employers reluctant to bring young people on the Kickstart programme into their organisation while staff predominantly work from home. There have also been some delays in approvals nationally. Manchester City Council has registered Kickstart opportunities and the Work & Skills Team works with employers and Gateway organisations to promote good quality Kickstart opportunities for the City's young people.
- 7.2 The JETS Programme has provided a £13m funding boost to expand the Work & Health programme nationally, commissioned as the Working Well programme in GM. This extends the reach of the programme and enables residents who are disabled or have underlying health conditions to access the programme earlier.
- 7.3 There was also an increase in the number of work coaches in Jobcentre Plus, the introduction of a light touch digital support service for unemployed people who can self-serve and an expansion of sector-based work academies to link unemployed people to the jobs in sectors that are recruiting.
- 7.4 A Plan for Jobs also includes the new £2.9bn programme - 'Restart' which is being commissioned nationally by the Department of Work & Pensions to provide intensified and more bespoke support to 1 million long-term unemployed people over the next three years.
- 7.5 There was £2.5bn funding for apprenticeships and further improvements for employers, including: a new mechanism for employers to transfer unspent Apprenticeship Levy funds in bulk to SMEs, a new online service to match Apprenticeship Levy payers with SMEs who share their priorities, and an extension of the new apprentice incentive payments for an extra two months to the end of March 2021 (with no indication eligibility will change).



- 7.6 The Plan for Jobs represents significant investment in welfare to work provision and it is important that they deliver in Manchester. Some of the programmes are well aligned with the city's priorities e.g., Kickstart to youth unemployment but there is nothing specific in the programmes for Black Asian and minority ethnic residents or older workers who also have been adversely affected. Moreover, the programmes are commissioned nationally apart from the expansion of Working Well, so it will be a challenge and necessity to join them up with skills & wider support services in the City.
- 7.7 A review of post-18 Education Review (Augar) was announced in February 2018 - report published on 30th May 2019. This review aimed to ensure that the post-18 education & skills system was fit for purpose across all qualifications, academic & technical, better met the requirements of employers and the labour market and offered adequate opportunities for progression with greater parity across academic, technical and apprenticeship routes. It also emphasised the need for investment in higher level technical skills particularly at Level 4 and 5 and greater parity of investment in the 50% of the population who don't choose a Higher Education route. The government published its interim response to the Augar Review in mid-January.
- 7.8 This was alongside the long-awaited review of FE and the publication of The Skills for Jobs: Lifelong learning for opportunity and growth white paper, which sets out the Government's intention for planned reforms to FE and technical training offers. The paper is split across 5 main headline themes:
- 7.9 Putting employers at the heart of post 16-skills through the development of new Local Skills Improvement Plans, involving Chambers of Commerce & other business organisations and improving the quality of apprenticeships and traineeships to better align provision to meet the skills needs of the labour market.
- 7.10 Providing £2.5bn National Skills Fund to enhance funding for adults to upskill and reskill. This includes £95m for all adults to achieve their first advanced Level 3 qualification as part of the Lifetime guarantee. There will be an expansion of IOTs and the roll out of T-levels.
- 7.11 A more flexible learning offer through the implementation of the flexible Lifelong Loan Entitlement, equivalent to 4 years of post-18 education for higher technical qualifications to stimulate high quality provision. This will need to incentivise easier and more frequent transfer between institutions. There is a commitment to improve teaching so that it is more accessible through a digital and blended learning offer.
- 7.12 Enabling responsive providers supported by effective accountability, governance and intervention, with a commitment to the simplification and streamlining of FE funding and consideration of the move to multi-year funding and investment in colleges' estates. There is an expectation of high standards of governance and accountability with new powers for the Secretary of State to intervene more quickly if colleges find themselves in difficulty.

- 7.13 Supporting outstanding teaching through a national campaign to attract teachers to FE, including employer led standards as part of initial teacher education and the commitment to tailored professional development for the profession.
- 7.14 The Skills for Growth White Paper has much to recommend it, with the enhanced focus and funding for technical education, the expansion of L4 and L5 technical education, the strong focus on employer engagement including in the co-creation of curriculum and the commitment to the universal offer of basic skills, English, Maths and Digital for all adults. This should help address some of the higher-level skills gap in Manchester's economy that have been evident for some time. There are already good relationships and collaboration between businesses & the post-16 and adult education providers in the City, which can be strengthened and broadened.
- 7.15 The flexible lifetime skills guarantee which provides loan entitlement equivalent to 4 years post-18 funding levels up the funding for young people and adults to pursue alternative pathways to traditional HE. This is on top of the previous Government commitment to provide funded education to level 3 for adults without qualifications at this level, captured again in the White Paper. This is timely, as many adults who find themselves out of work, as a result of the impact of the Covid pandemic will need access to new skills and qualifications to pursue alternative careers.
- 7.16 The white paper recognises the huge role our colleges and adult learning and skills providers play in developing a strong skills talent pipeline and education & skills development within our communities. The commitment to streamline funding and give more certainty to our education & skills providers by moving to multi-year funding is welcome. This is likely to be linked to progression performance metrics and effective employer engagement. There will be a further consultation on the detail of new funding proposals which will be important to respond to. The Strategic Development Fund can be bid for by groups of colleges or as part of employer collaboration.
- 7.17 The White Paper is light on Devolution and it would appear that much of it, notwithstanding Local Skills Plans will be driven centrally. The Plan promises to look at devolved education and develop a new funding landscape that clearly describes the role that Central Government, Combined Authorities and FE providers play to ensure that funding is allocated effectively.
- 7.18 More positively it acknowledges the digital bootcamps that were piloted in Greater Manchester & Lancashire and has committed £43m in 2021/22 to expanding them. Digital bootcamps have been effective in bridging the gap by providing participants with the technical & coding skills needed in industry now. The GM pilot enabled residents who could not normally afford to pay to participate in bootcamps to take part and at the same time is supporting the industry to diversify by including more underrepresented communities.

7.19 The urgent need to enable residents to develop their digital skills has now been recognised at a national policy level and a new Essential Digital Skills qualification has been launched for the 20/21 academic year. The new qualification is regarded as a 'legal entitlement' which means it is fully funded for 19+ learners and that digital skills are now given the same status as English and maths.

## **8.0 Responding to Skills Challenges and Opportunities Through Local Funds, Programmes and Initiatives**

8.1 Adult Education Budget (AEB) is the most substantial source of funding for adult learning in the city. Devolution of the £92m of AEB funding to GM has enabled GMCA to adopt amendments to the budget's Funding and Performance Management Rules 2019 to 2020 in response to the pandemic. This enabled the GMCA to provide stability to FE colleges and adult education and training providers in the City by funding them to profile. It also supported providers to offer more flexible and responsive provision that met the emerging needs of residents and businesses during 2020 restrictions.

8.2 In turn, through community learning funding this enabled Adult Education providers to continue to support commissioned VCSE provision. These organisations have an important role to play in engaging residents with low levels of skills and confidence in learning. Their ongoing role will be particularly important for residents with low digital capabilities, as more learning goes online or is a blended offer.

8.3 GMCA awarded each of the 10 Authorities £150k through the Local Authority Grant Programme - forming part of the GMCA Devolved AEB and Local Growth Fund GM Digital Talent & Skills Programme. This funding has provided additional resource to further develop the ESOL Advice Service initiative, the Digital Inclusion Action Plan and the Manchester Adult Education and Skills Plan. Over the next 12 months this extra resource will enable the Work and Skills team and stakeholders to effectively deliver more adult learning initiatives to priority groups. GMCA have also awarded each of the 10 Authorities £50k funding to purchase digital kit/ connectivity to support authorities to scale up efforts of tackling the digital divide. We supplemented this in Manchester with an additional £100k from the Covid response and £10k from One Manchester to enable the City to make a greater impact on the digital inclusion agenda described earlier in the paper.

8.4 The £40 million GM Skills For Growth programme funded through ESF - provides an opportunity to support businesses, as they rapidly develop and innovate to maintain and create economic activity and jobs, with a focus on increased productivity through developing the skills of their workforce. The Skills for Growth Programme will run from Autumn 2020 – Autumn 2023 and will support more than 25,000 participants, primarily employed / UC claimants and more than 2,750 SMEs with skills support packages that focus on higher level skills and technical training which will meet the needs of our priority sectors. This will address foundational and frontier growth sectors and help support some of the shorter-term skill challenges that have become

manifest, as a result of Covid, as well as the longer-term skills & productivity challenges.

- 8.5 Supporting businesses to understand their workforce needs, how reskilling individuals can support growth and productivity of our economy and exploring models that allow for redeployment is crucial for the City. Skills For Growth will align with existing programmes such as Skills Support for the Workforce to scale up efforts to address the skills needs that emerge from the economic shock, whilst still having the ability to deliver on the growth ambitions identified prior to the pandemic.
- 8.6 As part of the overall economic recovery programme for Manchester, The Skills, Labour Market and Business Support Action Plan has six workstreams delivering work around tackling the impacts on those furloughed/ newly unemployed, youth unemployment; skills and employment support for adults and inequalities. Each workstream has identified short, medium and longer-term priority actions aligned with the THINK report recommendations and national government policy initiatives.
- 8.7 The Furlough/ Newly Unemployed group have set up a Newly Unemployed Support Partnership, to inform collaborative strategies and pro- active responses to emerging trends relating to unemployment and skill shortages. The Youth Unemployment group have prioritised a focus on promoting and maximising the impact of Kickstart for Manchester's young people, as well as maximising apprenticeship and traineeship opportunities. The Skills and Employment Support for Adults has several priorities that align to the Manchester Adult Education and Skills Plan, including: ensuring providers have access to up-to-date Labour Market intelligence to support them to design their skills offers to better align with the cities current and future needs, and that all residents can be supported to access and effectively engage with the internet for both work and life.
- 8.8 The Equalities workstream, although embedded across all workstreams has prioritised a focus on re-launching Neighbourhood Employment & Skills Groups in North and Central Manchester, developing work club networks to achieve better outcomes for the most disadvantaged and facilitating an EDI (Equality, Diversity & Inclusion) audit of learning providers to check representation of learners against the demographic of the communities where learning is delivered.

## **9.0 Conclusion**

- 9.1 A successful economic recovery will be based around Manchester's globally recognised sectoral strengths and our key assets (including the city centre). It will also require a focus on people, ensuring all our residents have the right skills and qualifications to access any new opportunities now and in the future. Recovery planning and implementation must connect more residents to the opportunities available in the economy, improve financial resilience and broader life outcomes. The pandemic has resulting in widening inequality in the city and although an intersectional approach is needed to tackle the divide,

the Council and the city also need a better understanding of those communities who have been disproportionately affected. This will enable skills providers, welfare reform initiatives and employment support to better tailor and focus efforts to deliver better outcomes for these priority groups.

- 9.2 The city is hopeful that the vaccine will provide a lasting solution to the Covid-19 health and economic crisis, which reduces the rise in unemployment and businesses closures. There is a huge opportunity for Manchester to refocus its economy to be more inclusive and maximise the opportunities from the continued growth of the City for our residents. It will be important to have visibility of and the potential to work closely with nationally commissioned providers delivering much of the Plan for Jobs welfare to work provision.
- 9.3 The Skills for Growth White Paper White Paper, once implemented provides an opportunity to tackle the long-term deficit in higher level & technical skills need for the City's economy to thrive. We need to work alongside Adult Education, FE and HE providers to ensure that we continue to create the talent pool that is so critical to inward investment and continuing the growth of the SME base in the City. Employers need to play a much bigger by investing in workforce training and skills development and building sustainable collaborations with a range of learning providers. Adult learning providers need to inspire residents across the city to engage in and value lifelong learning and VCSE should be further support to lead efforts of tackling the growing digital exclusion.
- 9.4 The economic situation locally, nationally and internationally due to COVID-19 remains unparalleled in recent times making accurate and confident forecasting extremely challenging. In addition, the ongoing uncertainty around Brexit means that the economic picture locally and regionally remains unknown. Despite the scale of these challenges and existing skills challenge, Manchester has many opportunities and has shown its ability to drive change at pace. With more resource, agile working and continued cross-sector working will create the skills, employment and wrap around support initiatives that respond to employers and communities' diverse needs, critical to the City's recovery and continued growth.

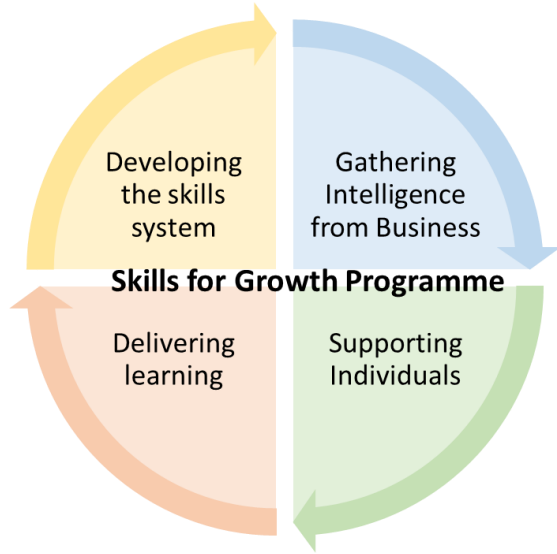
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# Economic Growth – ensuring an appropriate talent pipeline

Nichola Wallworth: Industry Skills Intelligence Lead

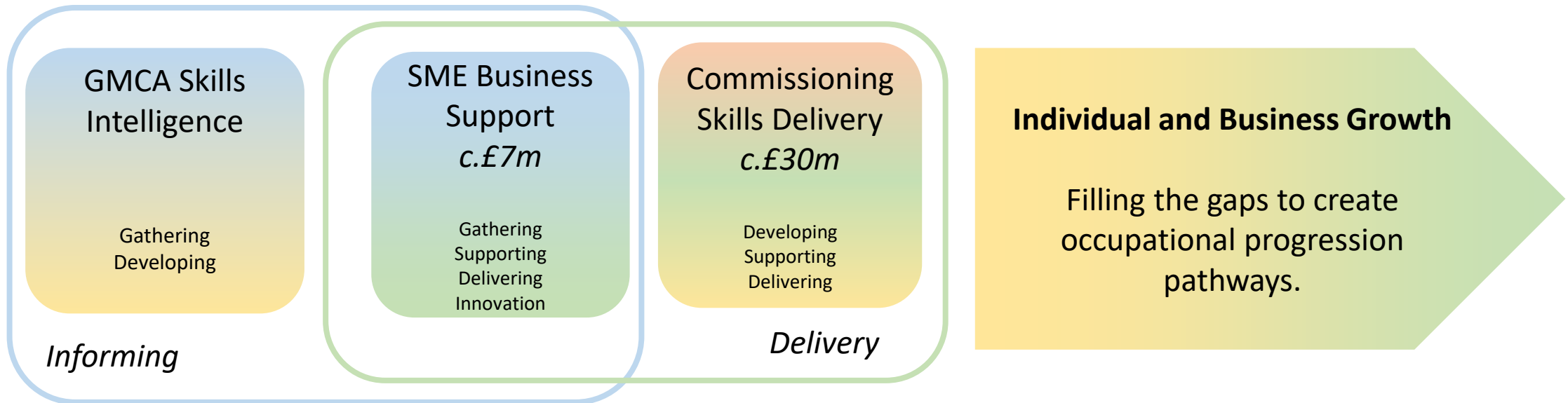


# A way to bring this together: ESF Skills for Growth



- £42m ESF, 3 year Programme.
- Purposefully iterative
- Designed to build a truly collaborative programme using real time intelligence.
- SME Support now awarded, Oct go live.
- Shapes skills delivery and responds to skills needs that emerge throughout.
- Will commence commissioning late 2020, using GMCA’s new FPS and early intelligence.
- Test and learn approach.

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Item 6b



# Greater Manchester Local Industrial Strategy: People: building strong talent for GM's Growth & Foundation sectors for all

## Greater Manchester Local Industrial Strategy

June 2019



**Place:** prosperous cities, towns and communities across Greater Manchester.

Supporting places through a twin-track approach: (1) Building on our strengths and opportunities and (2) supporting the foundations of productivity

### Health innovation:

Global leadership on health and care innovation, improving population health and extending healthy lives

### Advanced materials and manufacturing:

A world-leading region for advanced materials, within a Made Smarter innovation ecosystem

**People:** Creating an integrated all-age skills and work system that ensures everyone reaches their potential and employers have the skills to deliver our Industrial Strategy.

**Infrastructure:** Putting in place the integrated 21st century infrastructure needed for digitally-driven, clean and inclusive growth.

### Digital, creative and media:

A leading European digital city-region, with internationally-significant media and cyber security clusters

### Clean growth:

A mission to deliver carbon neutral living by 2038, improving quality of life and creating new jobs

**Ideas:** driving prosperity and leading industrial, social and economic transformation through innovation, partnerships and investment.

**Business environment:** transforming productivity by strengthening leadership and management, increasing innovation adoption, and raising export levels.

**The Industry, Labour Market & Skills Intelligence Team** will be a key part in the development of a fully aligned labour market response in GM where there is a **credible, current, employer led** and **shared understanding** of the jobs, talent and competencies employers need across LIS frontier and foundation sectors.

Credible intelligence gathered from a huge variety of sources:

- Employer networks
- Membership organisations/sector facilitating organisations/research institutions
- Organisations who support employers in other ways than skills e.g. innovation support
- Skills providers e.g. FE, HE, Commercial Providers

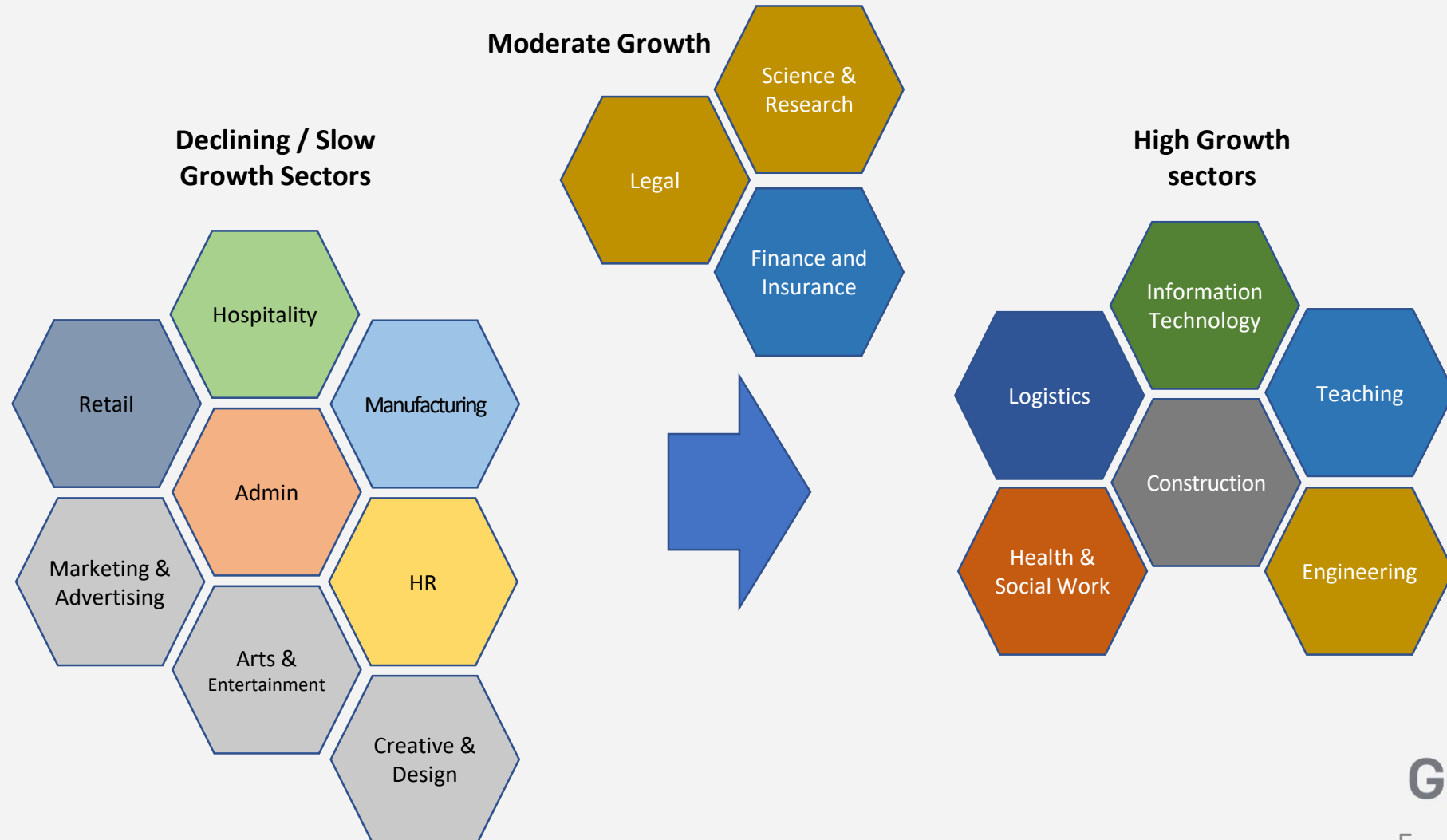
Providing a better understanding of progression pathways to priority jobs as well as true gaps in talent development across the GM economy.

Creating a more aligned and responsive talent and skills offer for residents and employers.

Supporting employers and other skills facilitating organisations to work collaboratively to make a bigger impact. Through both shared messages and focused engagement with the skills system.

Allow competency, talent and skills matching between sectors to support residents wanting to reskill and upskill as a result of COVID.

# What does the data tell us about the labour market currently: The picture in GMCA



# Industry labour market and skills intelligence – Digital and Retrofit

## *Intelligence gathering*

### **Digital**

- [Industry Labour Market and Skills Intelligence Report – Digital and Technology – version 1](#)
- Additional Cyber report to be published in January
- Action plan against 8 key recommendation areas.

### **Retrofit**

- Industry labour market and skills report – low carbon buildings – Aug 2020

## *Dissemination*

### **Digital**

- **For all stakeholders** - Knowledge share event – Jan 2021
- **For job seekers** - Activity with JCP
- **For Young People** - Bridge GM and GMACS

### **Retrofit**

- **Skills providers** - Knowledge share event – Oct 2021
- **For young people** - Employer Q&As on GMACS
- **National skills strategy sharing**

## *Implementation*

### **Digital**

#### **Commissioned skills delivery**

- Digital for Business – supporting skills needed across sectors due to digital transformation
- Supporting short course upskilling in highly-technical areas where there is still need.

#### **Non-commissioned activity**

- Deliver some key aspects of the recommendations through the GM Cyber Advisory Network

### **Retrofit**

#### **Commissioned skills delivery**

- Upskilling for trades and professionals for retrofit in line with skills needed for GM market:

#### **Non-commissioned activity**

- Continued intelligence gathering working with Mission based challenge group

## Unemployed/ switchers

Taster style short course for retrofit and wider construction, building of skills and competencies needed for PAS2035.  
(opportunity to link with existing construction AEB and influence)

Level 1, inspiration activity for those with no construction experience (unemployed/career changers) taster style short course to construction and retrofit.

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### RETROFIT OPPORTUNITY

- GM capital funding £120m bid (so far £32m secured) focused on domestic and public sector buildings retrofit
- GM Housing providers
- Green Homes Grant

## In Construction Training

Existing trades to include new competencies for Retrofit  
PATHWAY TO RETROFIT  
(link to AEB delivery post CPD)

Upskilling to Heat pump installers with new competencies for Retrofit  
PATHWAY TO RETROFIT

New multi-trade operative with new competencies for Retrofit  
PATHWAY TO RETROFIT  
(link to AEB delivery post CPD)

Level 2 or Level 3 relevant construction related qualification which will include a GM Pathway to Retrofit made up of new competencies set out in PAS2035

## Employed To be delivered through Skills for Growth

### Trades

Upskilling modules for existing trades with new competencies for Retrofit  
PATHWAY TO RETROFIT

Upskilling for a multi-trade operative with new competencies for Retrofit  
PATHWAY TO RETROFIT

Upskilling to Heat pump installers with new competencies for Retrofit  
PATHWAY TO RETROFIT

### Skills providers

CPD for skills providers to increase ability to deliver retrofit skills needs at the levels required in GM

### Professionals

Upskilling for existing construction professionals with new competencies for Retrofit  
PATHWAY TO RETROFIT



Upskilling to retrofit coordinator (level5)

### Business owners

CPD to support business owners with retrofit enabled staff to apply for Trustmark certification

Item 6b

# Industry Labour Market and Skills Intelligence for Digital and Tech

## *Challenge*

## *Recommendation*

**Skills gaps**

Skills commissioning – to support digital transformation and higher level technical needs in specific areas of digital

**Not enough entry level routes into digital**

Increase Technical routes into the sector building on existing success

**Careers and Inspiration activity**

Need collaborative and joined up approach which ensures targeting and quality

**The digital sector is complex to navigate**

Those directly looking for career opportunities in digital and those influencing them need support in navigating the industry. Career activity should focus on real life stories and highlight technical skills, soft skills and mindsets needed for the industry

**Graduates are not employer ready**

Individuals and skills providers need to be better supported to ensure their learning is better applied to work based challenges which gives candidates the opportunity to demonstrate their technical skills, soft skills and mindsets employers require. A Quality Curriculum Criteria for Digital should be developed to support skills providers to identify and design learning with employers.

**Lack of diversity within the digital workforce**

Employers need to work collaboratively around good practice within the industry to create inclusive recruitment and workplace practices.

**Manchester City Council  
Report for Information**

**Report to:** Economy Scrutiny Committee – 11 February 2021

**Subject:** Manchester Adult Education Service (MAES) update

**Report of:** Head of MAES

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**Summary**

The purpose of this report is to provide information on MAES performance in 2019/20, the challenges of COVID-19 and the impact on residents in 2019/20 and 20/21 academic years and the service response and how this will affect future delivery.

**Recommendations**

Members are recommended to consider and comment on the information in the report.

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**Wards Affected:** All

<b>Environmental Impact Assessment</b> - the impact of the issues addressed in this report on achieving the zero-carbon target for the city
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MAES has a sustainability plan to raise awareness and promote behaviour change with staff and learners. It includes actions across the course programme and in MAES venues to reduce energy use and increase recycling in our centres and the community.
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<b>Our Manchester Strategy outcomes</b>	<b>Summary of how this report aligns to the OMS</b>
A thriving and sustainable city: supporting a diverse and distinctive economy that creates jobs and opportunities	
A highly skilled city: world class and home-grown talent sustaining the city's economic success	

A progressive and equitable city: making a positive contribution by unlocking the potential of our communities	MAES provision assists residents who are disadvantaged in obtaining work because of low skills & language barriers. MAES supports residents into sustained and healthy work with opportunities for in work progression. The service course offer and enrichment activities also play a fundamental part in improving integration and developing greater community cohesion. MAES provision enables residents to contribute to and benefit from a good quality of life as active citizens and ensures that Manchester's businesses have the skills and talents they need to prosper.
A liveable and low carbon city: a destination of choice to live, visit, work	
A connected city: world class infrastructure and connectivity to drive growth	

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**Background documents (available for public inspection):**

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

Manchester Adult Education and Skills Plan 2019-2025

Manchester Adult ESOL Strategy 2016



## 1.0 Introduction

- 1.1 This report outlines MAES performance in 2 academic years (2019/20 and 20/21 to date), the impact of Covid on residents, the service response and how this will affect future delivery.

## 2.0 Background

- 2.1 MAES is part of the Work and Skills team in the Directorate for Growth and Development. Its provision makes an important contribution to the Greater Manchester priorities and the Manchester Local Industrial Strategy with its focus on People, Place and Prosperity. MAES has a key role in improving the skills and qualifications of Manchester residents so that they can access employment and benefit from and contribute to economic growth.
- 2.2 In 2019 MAES worked with other key providers and stakeholders to develop the Manchester Adult Education and Skills Plan which was launched in November 2019. Its ambitious vision is that by 2025 Manchester will be the best city in the UK for adult education and skills, which will be integral to the growth of the city, the integration of our communities and the prosperity of our residents.
- 2.3 In March 2020 a new vision and strategic objectives for 2020-23 for MAES was agreed. The vision is: **To deliver inspirational adult education that connects Manchester’s adults to their potential, their community and their future.**

Four objectives:

- **Connecting to potential** – enable individuals to build on their strengths & develop the skills and mindset they need to succeed
- **Connecting to community** – equip learners with the skills and confidence they need to engage with and contribute to their community
- **Connecting to futures** – empower learners to progress with determination and clarity about their next steps
- **Connecting to employers** – provide employers with access to a skilled and resilient workforce and the opportunity to shape MAES provision

These are underpinned by how we will do this - ‘we will’s’ which mirror the approach of the Our Manchester strategy for the city. These have been used to inform the service offer and improvement plan for 2021.

- 2.4 Leaders and managers have aligned MAES provision with Manchester's plans and priorities in order to promote an organisational culture which is ambitious for what learners can achieve. This focused provision enables learners to develop skills and behaviours and achieve their goals and qualifications.
- 2.5 MAES provides agile and flexible provision which contributes to the achievement of the Manchester Work and Skills plan priorities, Working Well and Early Years and Early Help strategies. Our unique selling point is a

community-based model of informal/first step learning and qualification courses delivered in 7 adult learning centres and over 50 community venues. We work with partners and stakeholders to co-design and deliver services to meet individual, employer and community needs and to support the city's strategic priorities.

- 2.6 MAES has a unique role to play in the city's neighbourhood approach to 'bring services together' to share expertise, avoid duplication and plug gaps in local provision. As a provider of community learning each MAES centre meets local priorities with optimum impact for local people.
- 2.7 MAES expertise and niche is in delivering both qualification courses (Adult Skills) and non-qualification courses (Community Learning) with the largest cohort aged 25-50. We also deliver a small programme for 19–24-year-olds with learning difficulties. Adult Skills programme includes Maths and English up to GCSE, English for speakers of other languages (ESOL) and Care and Education. The Community Learning programme includes Everyday English, Preparation for Work, Digital Skills, Family Learning and commissioned projects and engagement activities as a preparation for further learning, work and to improve health and wellbeing.
- 2.8 MAES learners include those who have left compulsory education with no or low qualifications, highly skilled immigrants who have poor English language skills and residents who have had long periods of unemployment or no work history, many with mental health issues. The provision enables residents with low skills and complex dependencies the opportunity to improve the skills, qualifications, attitudes and behaviours they need to secure and progress in work and become less dependent on public services. Our employed learners come to improve their skills and qualifications in order to secure sustainable employment and progress at work. Most of the job outcomes are in the education, health, care, retail, hospitality and facilities sectors.

### **3.0 Centres open Sept 2019-March 2020**

- 3.1 All MAES centres were open, with face-to-face delivery for all learners on a once or twice a week basis. Several development areas had already been identified including:
- making learning more accessible for adults in low paid work
  - reviewing the curriculum offer to better match employment opportunities
  - developing a new approach to careers guidance and education
  - increasing the use and impact of digital learning
  - improving the enrolment process
  - increasing work placement opportunities
  - raising our profile
  - making improvements to our management information system

MAES continued to deliver consistently good adult education provision and make good progress in most of its priorities.

### 3.2 Centres Closed March 2020-Sept 2020

3.3 Since March 2020 Manchester has either been in lockdown or in the highest risk category. However, the service has adapted in order to meet the needs of its learners.

### 3.4 Summary

Timeline	Phase	Mode of delivery	Impact on learners
Sept 2019 – March 2020	Centres open for direct classroom learning	Classroom based Direct face-to-face support for learners	Consistently good adult education provision delivered and good progress in most priorities
March 2020 – August 2020	Centres closed with distance learning offered to both existing and new learners	Distance learning with both group and 1:1 support for learners	Rate of progress and achievement affected for learners on low level courses, without devices, poor digital skills and children not at school
August 2020	Centres made Covid-secure		
September 2020 – December 2020	Centres open with social distancing in place	Alternate sessions of classroom based and distance/online activity i.e. blended learning	Social distancing measures reduced classroom capacity to 40%. 551 Chromebooks lent out to learners plus data packages if needed Most school and community venues we normally use, not available for us to deliver courses.
January 2021	Centres closed for most learners	Online activity	Significant progress in online teaching and learning methods. Successful device loan scheme in place. Further 150 devices issued. Retention impacted by other pressures on adults e.g. childcare.
	Three centres open for vulnerable learners	Classroom-based Direct support for vulnerable learners only	Vulnerable young learners with learning difficulties offered face to face classes but some prefer to learn online due to shielding. Digital Skills workshops targeted at those residents who lack digital skills to learn online.

- 3.5 During the first lockdown, our immediate priority was to keep in touch with learners to help them to maintain their learning wherever possible and provide pastoral support to access other services. Our focus then was to ensure that as many learners as possible were able to continue their learning. Although we had made progress towards implementing our digital learning strategy, the service was not ready to make the transition to completely online learning. There were delays in ensuring all learners had a MAES email address to access Google Meets and Google Classrooms. A wide variety of other means were also used including phone, email, WhatsApp. This affected the rate of progress and achievement for some learners.
- 3.6 Significant numbers of learners, particularly those on lower-level courses, were not able to continue their learning. Of those who did continue the majority rated the learning as excellent or good.
- 3.7 When the National Lockdown finished on 4th July, our buildings were only able to reopen once they had been fully risk assessed and made Covid-secure.

### **3.8 Centres open September 2020 - December 2020**

- 3.9 Planning for the new teaching year included the development of a new model of blended learning using Google Classroom and Google Sites as well as 2 metre social distancing in classrooms. For most courses, the new model agreed is for learners to be allocated into one of two cohorts who attend alternate sessions in centres with learners completing a combination of synchronous (live) and asynchronous (independent) online tasks when they are not due to attend in person. Some variations were agreed for example wholly face to face for some Entry level classes and Digital Skills courses where learners are not able to work independently using technology, High Needs courses where more 1-1 support is required and Family Learning provision which is fully online.
- 3.10 In late November we trialled an 'online learning week' when all classes were delivered online in order to prepare ourselves for any future restrictions on face-to-face delivery. Feedback from learners was very positive, although the majority still preferred face to face delivery.
- 3.11 A whole new way of recruiting, assessing and enrolling learners was devised as MAES' historical practice had been to carry out these processes face to face in centres. A range of online, telephone and limited face to face options were used and all learners were offered support to prepare for online learning and to improve their digital skills. A revised induction process was introduced to ensure that learners and staff understood and complied with the new Covid-safe measures. These included written procedures and infographics about social distancing and what to do if someone displayed Covid symptoms while in a centre or if they or a family member had symptoms or and had tested positive. From the outset, learners and staff were required to wear face coverings in public areas but not in classrooms, offices or staffrooms.

Lanyards were provided for anyone with an exemption from wearing a face covering so that they were not repeatedly challenged.

### **3.12 January 2021 lockdown**

3.13 All learners were contacted on New Year's Day to notify them that at least the first two weeks of their course would be online only, following DfE advice. When the new national lockdown was announced, we closed all our centres and moved all our courses to online delivery. The exceptions are programmes for learners with special educational needs and essential digital skills courses.

### **4.0 New Programmes**

4.1 MAES has developed several new programmes in response to the Covid pandemic and its existing priorities.

4.2 There are good partnerships with employers which benefit both them and our learners. They are helping us to shape our course offer so that it better meets their needs, delivering information about job/careers in their sectors and providing work experience opportunities. We have reshaped our course offer and have developed online learning materials to make our learning provision more flexible. For example:

- Pure Innovations work in conjunction with us to deliver bespoke programmes for 18–24-year-olds with learning disabilities and difficulties who need additional support to prepare for and sustain paid employment or volunteering. The programmes include Maths, English and Digital skills qualifications, work placements, travel training and community activities. They have secured a range of work experience opportunities with employers including Tesco and Manchester University.
- MAES delivered a Sector-based Work Academy Programme (SWAP) for the council's Supported Accommodation team which started in January 2020. This programme aimed to recruit people to 'key-worker' roles and the intention was that it would include a work placement as part of it. The pandemic made the planned programme difficult to deliver. However, MAES adapted the programme moving some activity online and was successful in enabling 6 participants to gain employment.
- MAES has a very positive reputation with Job Centre Plus having delivered consistently high-quality courses for their customers. In August JCP (Jobcentre Plus) needed to recruit new advisors to work from their new office in Manchester. They selected MAES as their preferred providers to deliver pre-employment training. 140 participants have since completed this programme and feedback is excellent.

4.3 MAES has worked closely with the Work and Skills Team to offer residents who have lost their jobs due to Covid some learning provision to help get them back into work. This has included a range of webinars, on topics such as motivation, CVs, presenting personal strengths and the hidden labour market and several new courses to target the newly unemployed.

- 4.4 We have now delivered five courses within our Make it Happen Retrain offer. Three 'New Directions' courses (24 participants) for newly unemployed residents who want to re-frame their skills and consider alternative career pathways; and two cohorts (20 participants) of the Health and Social Care pathway. There have been at least 5 successful job outcomes from these courses to date with learners having secured roles with The Forrest Job Agency, the NHS, a primary school and two care homes. We are continuing to stay in contact with participants and support them further with their job search with interviews secured with AstraZeneca and Mettler Toledo a logistics company.
- 4.5 We also delivered a Sector Based Work Programme (SWAP) for The Flava People in December to help them recruit to five new roles. Our Preparation for Work team met with their recruiting manager and co-designed a two-day course that would prepare people for their recruitment process and included aspects of employability and digital skills. Participants were then referred from the Job Centre. We received positive feedback and are waiting to hear how many have now secured jobs.
- 4.6 MAES has also developed a workshop called 'Let's Talk About Racism' which was originally delivered as part of the summer cross service training week. It has since been delivered for external organisations and other parts of the wider council. The session aims to improve the quality of conversations that colleagues, and learners have about issues relating to race, bias and privilege. Feedback has been excellent and has equipped teachers to tackle sensitive issues that arise during sessions in effective ways.

## 5.0 Performance and Funding 19/20

- 5.1 For the teaching year **2019/20**, both GMCA and the ESFA confirmed at an early stage in the pandemic, that all grant funded providers such as MAES would be paid at the level of the original contract, with no funding clawback for underperformance. To benefit from this, providers had to confirm that they would not furlough staff. We have been able, for a similar undertaking to protect funding to our CLF commissioned providers and other supply chain partners e.g., nurseries, childminders, and community venues. The GMCA and ESFA also suspended many performance management requirements but not the requirement for the submission of the performance returns, the Individual Learner Record (ILR)
- 5.2 Targets and key performance indicators are set each year and performance is monitored monthly by senior managers. Service levels performance indicators are detailed in the table below.

MAES Performance Indicators	Actual 18/19	Targets 19/20	Actual 19/20	Actual % of Target
Adult Skills Formula Funding	£3,837,652	£3,514,316	£3,275,822	93.21%

<b>Learners No (All Streams)</b>	11407	11,010	9,276	84.25%
<b>Adult Skills Learner No</b>	3206	3,000	2,861	95.37%
<b>Community Learning No</b>	8201	8,010	6,415	80.09%
<b>Adult Skills Enrolments*</b>	6530	6,110	5,746	94.04%
<b>Community Learning Enrolments*</b>	16898	13,659	11,011	80.61%
<b>National Qualifications Achieved</b>	3351	3420	2633	76.99%
<b>National Qualifications (by Individuals-learners )</b>	2119	2161	1776	82.18%

\*An enrolment is a start on a course therefore a learner can have multiple enrolments.

<b>MAES Performance Indicators</b>	<b>Actual 18/19</b>	<b>Targets 19/20</b>	<b>Actual 19/20</b>	<b>Percentage point Variation to target</b>
<b>Adult Skills Retention Rate</b>	95.80%	95.80%	83.10%	-12.70
<b>Community Learning Retention Rate</b>	90.50%	90.50%	88.70%	-1.80
<b>Adult Skills Achievement Rate</b>	89.80%	89.80%	83.10%	-6.70
<b>Community Learning Achievement Rate</b>	87.90%	87.90%	87.10%	-0.80

- 5.3 In 2019/20 the impact of Covid meant that the service reached 84.25% of its recruitment targets for the year. (9276 learners against a target of 11010) Performance varied depending on the type of provision. The participation rate for Adult Skills provision was 95.4%. Achievement rates were 83.1% a reduction from 89.8% in 2018/19. Achievement rates are a combination of factors, retention (if a learner stays on course) and pass rate when a learner achieves the qualification. DFE does not intend to publish national statistics for achievement rates.
- 5.4 Qualifications were assessed in very different ways in 2019/20. Our teams responded very effectively, devising, and implementing robust approaches for

ensuring that qualification outcomes reflected learners' abilities and efforts. In 2019/20 1,776 individuals achieved one or more national qualifications, a drop of 16% from 2018/19 (2119). The total numbers of national qualifications achieved by MAES learners also reduced from 3351 in 18/19 to 2633 in 19/20, a reduction of 21% on the previous year.

- 5.5 Overall performance against the funding target was 93.2%. (£3.275 million as against a target of £3.514 million). Because MAES overachieved its funding target in 18/19 this equates to almost a 15% reduction on the previous year. In 2018/19 MAES received additional funding for its overachievement from the ESFA. In 2019/20 the funding returned to previous years allocation levels and this is reflected in the targets set for the year.
- 5.6 Community Learning recruitment continues throughout the entire year and therefore has been more significantly affected. Overall performance was 80% of Target (6415 learners against a target of 8010). This included 1,012 'harder to engage' learners, on programmes delivered by our Community Learning providers. This was lower than the 1,615 learners engaged in this programme in 2018/19. The impact of Covid on recruitment started in February, as many residents were choosing not to start courses or venues were being closed to us.
- 5.7 Since October 2018, the Department for Education has produced annual statistics on the employment and learning outcomes of Further Education (FE) learners. The Longitudinal Education Outcomes (LEO) study is based on a data matching exercise across government departments, giving rich data and much higher accuracy. The latest data available is for 17/18 and shows that MAES is at or above national benchmarks.
- 5.8 MAES also commissions a private company to conduct a telephone tracking survey for all leavers in July a year after they have completed their course. The formal destination data of 2019/20 leavers will therefore be available in October 2021. J2 Research also provides national averages to benchmark our performance against. The tracking survey of 2018/19 leavers was delayed due to Covid – the results will be available in February 2021.

## **6.0 Digital Inclusion**

- 6.1 The past few months have increased the importance of tackling digital inclusion within the City. MAES have collaborated with the Libraries and Work and Skills teams to offer a digital support service for residents. We helped to establish a helpline for Manchester residents, provided individuals with support over the phone and helped to distribute devices. A campaign to raise awareness about the benefits of digital skills was launched in collaboration with Manchester artist Len Grant. Residents have also been referred through to our Digital Skill Up workshops which run from different locations around the city.



## 7.0 ESOL Advice Service

- 7.1 Manchester ESOL advice service was established by MAES in July 2019 in partnership with The Manchester College (TMC) with £197k funding from the Ministry of Housing, Communities and Local Government (MCHLG). MAES, TMC and GMCA have committed resources to continue the Service in 20/21.
- It provides a **single gateway** for adults with English language needs in Manchester to access the learning that is right for them.
  - It is a **partnership between 23 providers** in Manchester including the WEA, community ESOL organisations and training providers
  - A **centralised waiting list** is at the heart of this approach. Providers no longer hold their own, separate waiting lists and do not carry out their own assessments for ESOL after their open enrolment.
- 7.2 In 2019/20 ,the mapping of ESOL provision and establishing regular communication with the ESOL providers in Manchester, has led to a better understanding of the provision available and enabled us to work collaboratively to address the gaps and ensure a more effective use of existing resources.
- 7.3 Providers can maximise the use of existing spaces on courses quickly and efficiently with the referrals made through the ESOL Advice Service. Learners are contacted and offered a place only if they met eligibility requirements for each course and were assessed at the level required to join the course.
- 7.4 Comprehensive data reports on the demand and unmet need and custom reports have been created and shared with ESOL providers and stakeholders to inform their planning and delivery.
- 7.5 Our plans for 2020-21 focus on
- Identifying priority groups for places to include learners who remained on the waiting list in 2019-20, furloughed workers and those who lost their job during the pandemic, in addition to current priority learners referred by DWP and organisations who support vulnerable people.
  - Continuing to address the areas of identified need and gaps in provision.
  - Increasing the number of referral routes, through new publicity channels which will include animation videos.
  - Carrying out research into the language proficiency and needs of more settled communities in Manchester, as the current data for 2019-20 demonstrates less need for ESOL courses from residents settled in the UK for longer than 5 years.
  - Influencing potential funders by raising an awareness of the supply and demand for ESOL courses in Manchester and the additional resources needed to meet the demand.
  - Incorporating signposting to digital pathways in order to improve digital inclusion amongst residents with ESOL needs.

- 7.6 We are working with six other Greater Manchester local authorities to develop a Greater Manchester ESOL Advice Service, funded through GMCA. Local ESOL hubs will deliver an assessment and referral service to ESOL provision in each participating local authority area, including the management of one waiting list per area that serves all local providers. Manchester is providing central coordination and will support the development of local ESOL hubs including constructive and practical assistance such as editable tools and templates, relevant training and support for data collection and evaluation activities.
- 7.7 So far, Salford and Rochdale have both appointed coordinators and we have delivered training to them as well as developed the website and publicity materials to cover the other Greater Manchester areas.
- 7.8 We have developed a new website at [www.gmesol.org](http://www.gmesol.org) with clear and useful information for learners, stakeholders and ESOL providers including a bank of links to resources by level to support delivery, including online learning during COVID-19.

## **8.0 Talk English**

- 8.1 In September 2020, the new Talk English programme started, funded by the Ministry for Housing and Local Government (MHCLG) ESOL for Integration Fund. Nationally a decision was taken to move away from the original volunteer led model and to commission only local authorities, on an individual basis, rather than as a consortium. The new model is based on courses delivered by qualified ESOL tutors with volunteers providing additional support. MAES is also supporting six other local authorities (Rochdale, Oldham, Salford, Kirklees, Birmingham, Bolton) to deliver their programme.
- 8.2 In the Autumn teaching block, there were 15 courses, with 216 learners. Courses were delivered in MAES centres and community venues. We offered 12 weeks of blended learning with learners attending once a week in small groups of 6 - 10 learners alongside guided independent study per week, using the new app we have developed, a literacy workbook and teacher set tasks. 182 (84%) successfully completed their courses and learners were progressed into MAES ESOL or Family Learning provision.
- 8.3 We recruited 219 new learners in January 2021. Our distance learning offer is comprised of:
- a weekly Zoom in small groups
  - online learning and communication via [manadulthood.app](https://manadulthood.app)
  - workbooks with activities linked to the online activities and Zoom classes, which we have posted out to learners as part of a home learning pack
- 8.4 Where learners do not or cannot engage with Zoom classes, teachers make a weekly phone or video call via WhatsApp to see how they are getting on to support them in their independent learning.



[manadulted.app](https://manadulted.app)

- 8.5 Many of the learners we engage through this programme do not have digital skills and/or literacy to access popular digital learning platforms. MAES commissioned Northcoders in the summer to develop a bespoke web-based learning platform (app) designed as a mobile first application, so that learners can access their virtual classroom using their smartphone, anytime, anywhere. The app is easy to use and inspired by applications that many learners use in their everyday lives. The App was launched in September and has been used very successfully with learners.
- 8.6 This enables learners and teachers to interact safely with one another outside of the classroom, using text, voice, and photo messaging. Teachers can publish appropriate online learning content in a structured way which is personalised to the needs of the learners. Teachers provide feedback to learners on how they are doing, as well as track and evidence learning and progress in an accessible, meaningful way on the App. We have been able to broaden the range of evidence to record achievement, including photos, videos, and audio files as well as written material. This strengthens and supports RARPA (Recognising and Recording Progress and Achievement), which is the nationally recognised process we use to evidence non accredited learning. We are also piloting the use of the App on other MAES short courses to support and enhance learner experience.
- 8.7 We are working with Northcoders and the Manchester City Council Legal team to offer licences to other organisations who would like to use the App - we have already had some interest from other providers. Getting an income from the licences would enable us to make further improvements to the App.

## 9.0 Future delivery and priorities

- 9.1 Manchester's economy has been strong and resilient but developing a more inclusive economy for the city's resident's remains a key challenge given the inevitable economic impact of the Covid 19 pandemic. We need to review our priorities considering lessons that have been learnt, progress that has been made and the impact of Covid on the communities that we serve. Our core

offer will remain important to address the challenges identified in The State of the City report 2020:

- 27000 residents remain digitally excluded
- Women, those from ethnic minorities and those in areas of deprivation remain underrepresented in technical roles
- 10.7 of residents have no qualifications
- 35% of 50–64 year olds have no/low qualifications
- Over 50% of residents with low skill or no qualifications are unemployed

9.2 We will also need to respond to The FE White Paper published on 21 January 2021 which sets out the government’s agenda for change. There are many positive ideas including a Lifetime Skills Guarantee and confirmation of new funding for all adults to achieve a first full advanced (L3) qualification. There is also a renewed commitment that adults can study for Maths and English qualifications up to level 2 and an essential digital skills qualification free of charge. As a key part of the MAES offer, this will enable a continued focus on the key skills that residents need.

9.3 The lockdown has meant that MAES centres and other local facilities where adults access services have either been closed or had limited opening. This has had a detrimental impact on our ability to maintain and develop our local course offer with stakeholders and residents. It has become increasingly important to use online networks and social media and we will need to continue to improve our profile through these means.

9.4 Digital solutions for delivering and managing the service now need to be embedded, streamlined and quality assured. We will:

- Continue to develop our Management Information System and approach to enabling learners to enrol and communicate with the service from a distance.
- Maintain online approaches that enable colleagues to collaborate efficiently despite working at locations across the city.
- Develop our distance learning offer so that we can continue to engage with residents who are not able to attend learning centres due to personal or employment reasons.
- Standardise our approach to the quality assurance of online delivery providing teachers with opportunities for professional development and ensuring that online materials are produced to a consistently high standard.

9.5 Our work to enable residents to access employment is a significant focus moving forward as the economic impact of Covid intensifies. We will:

- Fully develop our ‘Make it Happen’ approach ensuring that all our courses are underpinned with the ‘Make it Happen Foundations’ of focussing on strengths, learning personal skills and developing a positive and resilient mindset.

- Increase our work with employers so that we can prepare learners for genuine employment opportunities and support Manchester organisations to recruit in inclusive ways. We will do this by engaging with hiring organisations and co-producing learning programmes to meet their needs.
- Further develop our work with training organisations employees so that they have the skills needed to progress.
- Work with partners to develop pathways into employment-based programmes, such as Apprenticeships, Traineeships and Kickstart. MAES will deliver the core skills that residents need to access these and be successful, such as English, Maths, Digital and Employability skills.

9.6 There will be a renewed focus on ‘place’ as MAES centres are well placed to be hubs to deliver integrated service for residents. We will:

- Work closely with partners including the Library Service, Neighbourhoods Teams and third sector organisations to provide learning opportunities to residents who might not otherwise engage.
- Build on our contribution to the council’s digital inclusion strategy, increasing the number of digital workshops we offer in community locations to engage with residents who may not want to attend learning centres.
- Further develop our approach to community engagement, communications and promoting our offer to residents

## **10.0 Conclusion**

10.1 Collaboration with employers and stakeholders and an increase in use of digital learning will ensure that the MAES offer links directly to the city’s priorities and growth sectors and helps more residents access and progress in work and contribute to their communities.

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**Manchester City Council  
Report for Information**

**Report to:** Economy Scrutiny Committee – 11 February 2021

**Subject:** The Manchester College Strategy and Performance Update

**Report of:** Principal and Deputy Chief Executive: The Manchester College/LTE Group

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### Summary

This paper provides an update on The Manchester College's progress, performance and contribution to Manchester's work and skills outcomes since the last report to the Economy Scrutiny Committee in 2019.

### Recommendations

Members are asked to consider and comment on the information in the report, noting LTE Group and the College's suggestion of a collaborative response to the consultations associated with the FE White Paper and the LTE Group's commitment to progressing Phase 2 of its Estates Transformation Strategy.

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### Wards Affected: All

**Environmental Impact Assessment** - the impact of the issues addressed in this report on achieving the zero-carbon target for the city

The LTE Group Estates Strategy will seek to reduce the organisational carbon footprint by 50%. Manchester College students currently lead on the GM Colleges plastics reduction strategy.

Our Manchester Strategy outcomes	Summary of how this report aligns to the OMS
A thriving and sustainable city: supporting a diverse and distinctive economy that creates jobs and opportunities	The LTE Group/Manchester College is a key economic contributor within the city not only as an employer but in underpinning the Manchester Skills and Economic plans. The Manchester College is the largest provider of 16-19, adult and higher education in Greater Manchester, within a Further Education setting and is the number 1 College for Technical Education in the city and the city region.

<p>A highly skilled city: world class and home grown talent sustaining the city's economic success</p>	<p>The Manchester College supports 20,000 people in Manchester to be equipped with the right skills to be employed within the Manchester and Greater Manchester economy. The college delivers 34,000 qualification aims each year, with 96% of its students progressing to a positive destination in further study or work.</p>
<p>A progressive and equitable city: making a positive contribution by unlocking the potential of our communities</p>	<p>The Manchester College is a non-selective college, connecting Manchester communities to key growth sectors within the city. The College's student cohort is in the lowest quartile of colleges based on Index of Multiple Deprivation 2015. 75% of Manchester College's student population are from widening participation postcodes, the majority of students are from BAME communities and more than 50% of students enter the college without GCSE English or maths. Students positively progress within the college regardless of starting point, with the college ranked number 1 in GM for student outcomes and 96% of students progressing to positive destinations.</p>
<p>A liveable and low carbon city: a destination of choice to live, visit, work</p>	<p>The LTE Group and Manchester College has a strong commitment to environmental sustainability. This is embedded within the management of the existing estate and the plans for the new estate.</p>
<p>A connected city: world class infrastructure and connectivity to drive growth</p>	<p>The LTE Estate Strategy seeks to deliver new world class assets across the city that will continue to support our growth ambitions over the next decade and beyond.</p>

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**Background documents (available for public inspection):**

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

- National Achievement Rate Tables 2018/19
- DfE progress measures 2018/19
- The Manchester College learner outcome report 2019/20
- LTE Group Inspection Report 2019
- MIDES Report 2019/20

## 1. Introduction

1.1 This paper provides an update on The Manchester College's progress, performance and contribution to Manchester's work and skills outcomes since the last report to the Economy Scrutiny Committee in 2019. Key areas covered in the report are:

- Delivery of the College's 2020 Strategy
- An overview of the College's Vision 2025 Strategy and associated curriculum strategy
- Learner outcome performance 2019/20
- In-year learner progress 2020/21
- FE policy and future strategic challenges
- Appendix 1: Overview of curriculum delivery in the new Manchester College Estate
- Appendix 2: The Manchester College's response to Covid-19

## 2. Background

2.1 This report was last received by the committee on 5 December 2019.

## 3. Main Issues

### Context

3.1 Responsibility for leadership and quality assurance of all provision rests with the LTE Group, led by John Thornhill Chief Executive and overseen by a board of governors. A dedicated FE board of governors reports into the full LTE Group board. Within the LTE Group, The Manchester College, led by Lisa O'Loughlin Principal and Deputy Chief Executive, provides study programmes, adult learning courses and provision for students with high needs. All apprenticeship provision is managed separately to the College, by Melanie Nicholson in Group's wholly owned subsidiary company Total People.

3.2 Ofsted last inspected the College in February 2019. The inspection judged the College to be good against all aspects of the inspection framework and in each type of provision. This followed a period of implementing a comprehensive post-inspection action plan, previously reported to the committee in 2019 (PIAP) to address every area for improvement identified in the previous 2017 inspection.

3.3 The 2019 inspection recognised that:

- Senior leaders have a strong ambition for the College and its students and a clearly defined strategy to identify and meet the skills needs of local employers and make a significant contribution to the economic and social welfare of the city
- Senior leaders have a very clear and ambitious strategy for the College and have maintained very strong strategic partnerships with stakeholders, using these partnerships astutely to develop a highly effective curriculum

- Leaders have a very good knowledge of the local labour market, employment trends, and proposed developments in the city
- Leaders work closely with employers and strategic groups in Manchester such as the city council, the local enterprise partnership, New Economy and the Greater Manchester Combined Authority to provide training and education in the subjects or vocational skills and at the levels needed
- Leaders have created a culture of aspiration, support and challenge for staff and students. Leaders challenge staff to improve their teaching practice. The introduction of 'The Deal' successfully highlights the expectations that staff have for their students. As a result, most students develop the behaviours that they need to be successful in their future careers
- Leaders have focused effectively on ensuring that the College ethos is based on careers not courses. Students receive impartial careers advice and guidance that is effective in helping them make informed decisions regarding their future careers or further learning opportunities
- Almost all students, including a high proportion of those who have high needs, benefit from effective work-related learning and high-quality work experience activities. Students benefit from working in large organisations, such as the NHS and Manchester international airport. As a result, they gain valuable experience in areas such as customer service, working alongside colleagues and timekeeping skills. This prepares them well for sustained employment.

3.4 In line with the College's strategy, The Manchester College is an inclusive, non-selective college with a very high proportion of its students, particularly in the 16-18 age group, being from disadvantaged backgrounds. Key features of our student cohort are:

- The College's student cohort is in the lowest quartile of colleges based on Index of Multiple Deprivation 2015
- Almost three-quarters of students reside in deprived postcode areas
- The proportion of students in the 16-18 age group joining the College in 2019/20 with A\*-C/9-4 in GCSE English and maths was 15 pp. below the national average
- The College is also one of the most ethnically-diverse in the country, with the majority of students in both age groups belonging to BAME groups
- In 2019/20, the College had some 5,200 16-18-year-old students (approximately 46% of the student population), accounting for over 18,500 enrolments, who studied courses from pre-entry to level 4
- The 16-18 cohort comprised 47% female students, 53% male students
- 16-18 students from BME backgrounds represented 52% of 16-18 students; 29% of 16-18 students declared a learning difficulty or disability, a significant increase on previous years
- 45% of 16-18 students studied level 3 qualifications
- Adult students represent the largest proportion of the College's student cohort with 6,220 students on adult learning programmes in 2019/20, representing 54% of students and totalling over 17,600 enrolments
- The majority of adult students (61%) are female and this proportion has increased over each of the previous 3 years

- 60% of adult students were of BAME heritage, 71% are from deprived post codes, and 20% declared a disability.

3.5 The LTE Group and The Manchester College are proud of the fact that despite being a non-selective college, student outcomes at The Manchester College have been improving year on year since 2016 and are now amongst some of the highest rates in the country notably the College is currently:

- Ranked number 1 nationally for Adult Basic Skills achievement, in the National Achievement Rate Tables (NARTS) (DfE)
- Ranked number 1 in GM for 16-18 achievement
- Ranked number 1 in GM for Adult achievement
- Ranked number 1 in GM for all age achievement
- Ranked number 12 nationally for 16-18 achievement
- Ranked number 17 nationally for adult achievement
- Ranked number 11 nationally for all age achievement
- No 1 in GM for Progress in Technical Qualifications (DfE Progress Measures)
- Ranked number 2 in GM for student progress in Applied Generals (DfE Progress Measures)
- Ranked number 2 in GM for student progress in Maths (DfE Progress Measures)

These very high levels of achievement demonstrate the College's ability to overcome disadvantage and help students from all backgrounds to succeed.

#### **4. Update on performance against 'College 2020 Strategy'**

4.1 The College's 2020 strategy outlined two key propositions 'Be Amazing' and 'Careers not Courses', and set ambitious targets for the College to go beyond the delivery of excellent qualification outcomes for students, and deliver curriculum that is co-created, co-delivered and co-branded with employers in all sectors, guaranteeing a minimum of two weeks external work placement for all L2 and L3 vocational students, with 25% of 16-18 year olds on employer led programmes with a 40 day industry placement.

4.2 A cornerstone of the College's 2020 'Be Amazing' strategy focused on 'Careers not Courses' outlining the College's ambition to shift the culture from one of support, to a healthy balance between support and challenge for colleagues and students. The 'challenge' component of the strategy was getting students to think beyond the next steps of their education and instead to focus on their ultimate career ambitions so that the College could proactively help them achieve their aspirations.

4.3 From a standing start back in 2016, the College now has over a thousand partnerships, covering every subject area, with employers across Greater Manchester and the North West, and with these employers saying that 9/10 of the College's students are ready for the workplace. These relationships have led to the College running courses that are co-developed and co-delivered with employers, aligned to the skills needs of Manchester and meeting

employer need, and have enabled the College to launch its Vision 2025 strategy that will see the launch of both Centres of Excellence and Industry Excellence Academies where students will have even better opportunities to prepare for a future career.

4.4 As part of this strategy the College will also discontinue its small A-level programme in 2021.

4.5 The College has delivered on its College 2020 ambitions, with key achievements as follows:

- In 2018/19 (pre-Covid) The College delivered 2 week work placements to over 3,500 16-18 year olds and 20% of the national target for 40 day industry placements
- In 2019/20 over 25% of 16-18 year olds are studying on fully co-created, co-branded and co-delivered curriculum
- In 2019/20 the College won two AOC Beacon Awards the JISC Award for Technology – for the impact our Assistive Technology strategy has had on the employment and life outcomes of High Needs students and the Careers and Enterprise Company Award for the impact our ‘Careers not courses’ strategy has had on the destinations of students and the employers we work with
- Over the life of the strategy the College has developed 30 fully co-created programmes, which are now subject to a sharing practice project with DfE
- TMC’s T Level Action Plan has been identified as best in class nationally by ESFA
- Governors have invested 4% of College pay budget in employability professionals
- As part of our 2020 and Vision 2025 strategies the College has made the ‘Dual Professionalism’ guarantee to staff – A ‘Back to the Floor’ commitment of 5 days or more for staff to undertake industry placement activity
- The College now has widespread employability mentoring across its 16-18 cohort and volunteering from BW3, PwC, EY Ambassador and One Million Mentors
- TMC became the first College in GM to achieve all Gatsby Benchmarks
- In all sectors the College has established sector specific Employer Advisory Boards bringing industry and curriculum together to co-design curriculum
- In 2020 TMC was shortlisted for TES Awards in the FE Leader of the Year Award and Careers and Employability categories
- In 2021 TMC is shortlisted for Educate North Awards in the FE College of the Year, UK Leadership Award, Student Experience – for how ‘The Deal’ supports employability, Innovation Award - for a digital delivery project categories.

4.6 Perhaps the most important impact of the College’s 2020 strategy is the impact on destination outcomes. In 2019 (pre-Covid), destinations to sustained employment directly from L3 technical curriculum increased in key sectors for Manchester and Greater Manchester. Previously destinations

directly to employment had been as low as 5-8%. These rates increased in key sectors to:

- Construction and civil engineering - 28%
- Arts and Media – 11%
- Business - 29%

## 5. 'College Vision 2025 Strategy' and associated curriculum strategy

5.1 The College's Vision 2025 Strategy aims to build on the successes and achievements of the College 2020 Strategy and move the College towards its ambitious vision to become 'The number 1 College for Technical Education and Employment'. Embedded within the Vision 2025 Strategy the College has initiated development of a new curriculum strategy.

5.2 The key drivers of our 'compelling case' for both this ambition and the underpinning elements of the strategy can be summarised as:

- National policy on technical education
- National productivity challenges
- The Local Industrial Strategy
- The Greater Manchester Strategy
- Manchester's Work and Skills Strategy and ambition for 'Inclusive Growth'
- The economic, education and health performance data for Manchester communities
- The starting points and economic prospects of students and our mission to connect them to high value employment and ensure they are part of Manchester's continued growth
- The skills shortages of key employers in key growth sectors within the city and city region.

5.3 The following are the key strands and enabling projects of the TMC Curriculum Strategy:

- **Establishing Industry Excellence Academies** – Including T Levels, 40 Day Industry Placement entitlement and Sponsored Programmes
- **Establishing Centres of Excellence** – developing technical education provision to ensure all students have an initial entitlement of 2 weeks external work placement with an ambition to progress to industry placements for all
- **Establishing Community Hubs and further improving our foundation learning entitlement** - including transition year, ensuring sector-based foundation curriculum and broader engagement curriculum (including schools transition)
- **Further aligning and developing the adult skills offer to key growth sectors and skills shortages**
- **Re-aligning the Curriculum Support Entitlement**
- **Establishing Employer Hubs** – Transitioning from Employer Advisory Boards to long term, engaged co-creation and applied research relationships with employers

- **The Centres of Excellence Property Strategy.**

- 5.4 The College Vision 2025 Strategy will deliver two key entitlements for students, one contained within our Centres of Excellence and the second within our Industry Excellence Academies.
- 5.5 Centres of Excellence students will study a broad range of courses and develop the skills and gain the qualifications to take the next steps in their career. Industry Excellence Academy (IEA) students will benefit from a programme of study that is co-created, co-delivered and co-branded with one of our industry partners. The input of our partners not only helps ensure that our courses are aligned with current industry skills demands but also means that students benefit from industry practitioners delivering lessons, industry mentors and a 40-day industry placement. Our current employer sponsored programmes and T Levels will sit within the IEA. Prior to the Covid-19 lockdown, 268 Industry Placements were live and 2,049 work placements had already taken place across a range of sectors.
- 5.6 As members will be aware, The LTE Group/The Manchester College is now well underway with its generational physical transformation of its estate to ensure the Vision 2025 strategy is underpinned by industry standard facilities. The LTE Group's investment represents the largest single investment (£139m) in post-16 skills in Manchester by a single group, transforming the estate in order to provide high quality teaching and learning environments and deliver the skills strategy.
- 5.7 The estate's transformation and College strategy respond directly to the changes and challenges the city faces: such as population growth; the emergence of new types of jobs in new sectors; aligning the transport infrastructure to skills needs; changes in housing and planned investment in key parts of the city; and the move to a zero carbon economy. These have all been factors which have shaped The Manchester College and UCEN Manchester's new estate and curriculum strategies through a different delivery model with better access through Neighbourhood Learning Hubs and grouping curriculum into the specialist clusters of Creative and Digital; Health and Wellbeing; Construction and Logistics; and Business, Financial and Professional.
- 5.8 The projected impact by 2030 responds to all aspects of the Our Manchester Strategy. Focussing on higher level skills, this investment aims to close the resident wage gap, increase the number of local people in new jobs created in the city with one million Mancunians upskilled in the investment lifespan. It is projected that there will be a 23% growth in higher skills with clear pathways to higher education and an offer that will be employer co-designed and delivered with a focus on future jobs, with the ultimate 2025 ambition for the College to be the number one provider of technical and vocational training in the North West.
- 5.9 This infrastructure project for further education has major implications for the economy of GM and Manchester, focusing on key priority skills areas such as Creative and Digital; Health and Wellbeing; Construction and Logistics; and

Business, Financial and Professional Services. Our delivery model will reduce our GM carbon footprint by 50%, have the capacity to respond to 20% population growth with an offer that will focus on future careers, skills and lifelong learning. Learner volumes are ahead of plan to date and it is likely that demand will see the need for Phase 2 to be progressed in 2021.

5.10 Key benefits of this strategy are:

- Specialist Centres of Excellence and Industry Excellence Academies delivering work ready leavers with relevant work experience and higher GCSE attainment - increasing achievement and access to employment
- The 23% growth in volumes creates a higher output of qualified leavers providing the engine for productivity/social mobility within the City Region
- Students accessing our Basic Skills provision continues to increase. As the number one College in the country for student achievement in functional English and Maths, creating capacity for higher volume of students, will lead to a higher skilled workforce in English and Maths
- Greater capacity and appropriate facilities for the delivery of T Level qualifications at the College post September 2021
- The capacity to build further relationships with new employers, developing employer hubs where industry practitioners work alongside students to meet sector challenges, building on the relationships we currently have with over 1,000 employers
- More students leaving with the skills and qualifications that businesses really want, to get more of them to progress to study at L4 and 5 and into better-paid jobs
- Employer partnerships that support progression and skills development in work, increasing employer sponsored programmes, increasing student volumes on the T level occupational routes and on 40 day industry placements
- Community Hubs that provide specialist transition support for young people in low participation communities and those most at risk of NEET by continuing to increase the quantity and quality of English and Maths qualifications for those who have not yet achieved a L2 qualification
- Person centred support that will provide opportunities to access employer focused curriculum for those Greater Manchester and Manchester young people in the highest risk categories, including young people with SEND and young people vulnerable to extremism and gang related activity
- Supporting the GM Local Industrial Strategy in its ambition to be at the Centre of the Fourth Industrial Revolution by increasing the volumes of 16-18 year olds and adults progressing to higher level study and or into work, in Creative and Digital Industries
- Employer partnerships that support the growth of a Dynamic City Centre and contribute to the digitisation of low productivity industries by increasing GM resident participation and destinations in priority areas such as cyber security, digital analysis, ethical hacking etc
- An offer that supports the GM Industrial Strategy's ambition to create the largest Digital and Creative cluster outside of the South East and it's ambition to create Dynamic City Centres through the development of arts and culture and developments such as The Factory by growing and



developing the number of Manchester 16-18 year olds and adults, accessing TV and Film Production at the Manchester Film School, Acting and Performance at The Arden school of Theatre and Contemporary Arts Curriculum in the school of Visual Arts

- Increased opportunities for Manchester adult residents to take part in the expansion of Arts and Culture and the growth of Dynamic Cities by increasing the volumes of Manchester residents accessing short transition courses and progressing into higher study or work in Performing, Creative and Contemporary Art Practice. In addition to creating bespoke short intervention solutions for Creative and Digital industry employers to address productivity challenges and skills gaps and provide opportunities for non-creative industry employers to access digital solutions through the development of employer partnership hubs.

## 6. Learner outcomes performance 2019/20

6.1 Due to the Covid-19 pandemic, the 2019/20 FE student outcomes consist mostly of centre-assessed grades and results determined by teachers and moderated through a series of achievement boards. However, results in 2019/20 are consistent with a four year upward trend of improvement in almost all areas of the College's learner outcomes data. Key points to note are:

- TMC Achievement rates increased for all student age groups for the third consecutive year with all rates now above the 90% mark
- Achievement rates for 16-18 students now sit at 90.9% and 7.5 percentage points (pp.) above the most recent national rate
- For adults, achievement increased to 94.7% and 4.4pp. above the national rate
- With one exception, all levels of study remain above their corresponding national rates
- College achievement rates improved further for the majority of qualification types and are at or above the national level for both age groups for the significant majority of qualification types
- A level achievement remains significantly below the national rate. This is due largely to the decline in retention over two years on the now linear A levels compared to separate retention measures on the previously one-year modular AS and A2s. However, the protracted effort to improve A level provision finally bore fruit in the form of significant improvement in both the pass rate (100%) and high grades (39%, up +15pp.)
- Achievement remains stronger than the national rate for level 3 diplomas, the gateway to university and good career opportunities for most vocational students
- GCSE English and mathematics grade 9-4 (previously, A\*-C) and grade 9-1 achievement rates increased for 16-18 and adult groups and now show a three-year trend of improvement. High grade achievement for both subjects and ages is now above the national rate
- The already high functional skills achievement rates improved further at most levels for both age groups, particularly so for 16-18 students at level 2 English and for adults at level 2 English and level 1 and 2 mathematics.

Functional skills achievement rates continue to be much higher than the national rates for these qualifications and achievement rates in ESOL continue to be exceptionally high

- Achievement rates for 16-18 students with free school meals entitlement remained constant in 2019/20, and rates for looked after children and care leavers, remained above the College rate
- External value-added measures provide an indication of the progress students make during their course (or the distance travelled). Having positioned the Alps system at the centre of our efforts to focus teachers much more strongly on students' progress throughout 2017/18, we built on this with an even stronger performance in 2018/19 and consolidated this in 2019/20
- The outcome is improvements in the majority of vocational Alps grades, with the BTEC (2010 suite) grade 3, which is probably regarded as the most significant external measure of student progress by most Ofsted inspectors and other external agencies, again placing TMC in the top 25% in the country
- The proportion of students achieving high grades is strong at level 3 with an increase from 59% to 62% in 2019/20, including an increase from 81% to 88% in high grade achievement across extended diplomas
- In 2018 the College redefined its English and maths strategy. We operate a differentiated model for 16-19 study programmes, based upon highest prior attainment at entry, ensuring positive progress at the end of key stage 5 (KS5). DfE performance measures for 2018/19 indicated that progress in both English and maths has continued to improve on previous years
- Outstanding pastoral support enables 16-19 study programme students to progress. MiDES progression reports show the College's internal progression rates to be above the national average
- After leaving the College, the large majority of students contacted through extensive destinations surveys progress onto positive destinations. In the most recent survey, of those available for work, only 3.5% of 16-18-year olds, and 5.7% of adults were unable to find sustained employment.

## **7. In-year learner progress 2020/21**

- 7.1 The academic year 2020/21 has seen significant disruption due to the Covid-19 pandemic with students following a blended learning model between September- December 2020, following a period of remote delivery between March and July 2020 for students on 2 year programmes. The third national lockdown has further exacerbated this situation, with the majority of TMC students following a remote delivery model from January through to March 2021 (at the earliest). Appendix 2 describes The Manchester College's approach to the delivery of learning and student support through this period.
- 7.2 During the period between September 2020 and December 2020, when the majority of students accessed face to face learning, the control measures in place at the College were instrumental in reducing any further potential disruption caused by on-site transmission and the subsequent need for self-isolation. During this period the College maintained 2 metres social

distancing, going beyond the government guidelines and as a result had no incidents of on-site transmission and a positive case to self-isolation ratio of 1:1. This has ensured that no student has suffered any further excessive disruption to learning than that caused by periods of government instructed remote and blended delivery models.

- 7.3 The Manchester College has implemented a 6 week cycle of review for planning and sequencing curriculum and addressing progress and attendance through ‘catch-up’ and ‘booster’ methodologies. As a result student attendance is currently 1.25% higher than 2019/20 and ALPs progress in A Level, BTEC, Foundation Diploma, CACHE, UAL and Access to HE qualifications are at or above the rates in 2019/20.

## **8. FE policy and future strategic challenges**

- 8.1 On the 21<sup>st</sup> January 2021 the Government published its skills white paper ‘Skills for Jobs: Lifelong Learning for Opportunity and Growth’. The LTE Group and The Manchester College are currently reviewing the implications of the white paper and a number of associated consultation documents.

- 8.2 Directionally, however, the White Paper is largely consistent with the direction of travel outlined in the College Vision 2025 Strategy and key elements of the TMC Curriculum Strategy. The paper aligns particularly well to:

- The Manchester College and LTE Group’s People Strategy
- The Manchester College and LTE Group’s Property Strategy
- The Manchester College Curriculum Strategy; including the Centre of Excellence and Industry Excellence Academy entitlements, the increased focus on co-created curriculum with employers as partners and the development of Employer Hubs
- The Manchester College’s re-alignment of its adult curriculum

- 8.3 However, there are a number of challenges that could be created by the outcomes of the detailed consultation opportunities associated with the paper. These are:

- The impact of new funding mechanisms – particularly the focus on payment on outcomes and the funding balance between AEB and L4/5 provision
- The impact of curriculum reform, particularly concerning value judgements placed on levels of curriculum
- Accountability structures and the potential for disruption to leadership and management structures, and existing successful partnerships with regional and local authorities including MCC, the CA, the LEP and the ESAP.

- 8.4 On all of the areas above, The Manchester College and LTE Group will seek to work with MCC and GMCA to respond to each consultation in the best interests of the city and city region.

- 8.5 The key focus for The Manchester College going forward largely aligned to this new policy will be to support the recovery of the Manchester City Economy and the subsequent continued growth. The launch of the National Skills Fund will enable the College to provide the much needed increase in higher level skills to meet these challenges, alongside the foundation learning offer delivered through its AEB funding. We anticipate that as L3 and above participation in technical education rates recover, in addition to the growth in 16-18 students and T'levels, the additional capacity TMC will need to provide totals between 12-15%.
- 8.6 In the next decade the number of 16-18-year olds who will leave the schools system needing higher level skills or education will increase by 26%. The Manchester College's Strategy is fully aligned to meeting the needs of employers and connecting students to growth opportunities and the LTE Group's estates transformation strategy aims to meet this increasing demand through a 2 phased development. Phase 1 is well underway and on track to complete by 2022.

## **9. Recommendations**

- 9.1 Members are asked to consider and comment on the information in the report, noting LTE Group and the College's suggestion of a collaborative response to the consultations associated with the FE White Paper and the LTE Group's commitment to progressing Phase 2 of its Estates Transformation Strategy.

## Appendix 1. Overview of curriculum delivery in the new Manchester College Estate

The City Centre campus will provide a specialist industry-led and sponsored **Creative and Digital Centre of Excellence** to include a diverse range of specialist vocational curriculum areas (all targeting the Digital and Creative Industries) including:

- *Creative and Visual Arts/Photography/Music* – courses such as Creative Media and Visual Communication, Contemporary Arts and Photography Practice, Fashion and Textiles, Jewellery and Contemporary Design Crafts and Music Production - from further education through to higher education for young people and adults, with links to key partners in the city, such as Band on the Wall and Manchester City Art Gallery
- *Film and TV production* – The Manchester Film School, with its national profile and reputation for producing award winning students (with eight Royal Television Awards over the past five years) delivering in partnership with the Film Industry, from further education through to higher education for young people and adults, co-delivered with freelance industry specialists
- *Digital technology, cyber security, ethical hacking, gaming, 3D modelling, animation and motion graphics, digital media, programming* – designed and delivered with industry partners, providing young people and adults with work-ready skills in association with The Ideas Foundation and employers such as We Are Flow – courses from further education through to higher education. This includes the Click Studio, where media, computing and business students can offer services for businesses such as short promotional videos, graphic design and events management
- *Make-up Artistry and Special Effects* – again working with the Creative industries for TV, theatre and film, courses from further education to higher education provide students with advanced techniques in the art of make-up transformation – co-location with The Arden School of Theatre and The Manchester Film School enables collaboration on live briefs
- *The Arden School of Theatre*, as with The Film School, the Arden's national reputation attracts higher education student nationally and includes acting for live and recorded media, dance and performance, musical theatre and theatre and performance. Partnership working with Contact, Manchester and Pearson Casting. The Theatre and Performance BA (Hons) achieved 100% student satisfaction in the National Student Survey 2019. There are routes from further education through to higher education for young people and adults
- *The School of Hospitality* – higher level hospitality, catering and patisserie courses, delivered in partnership with The Chef's Forum that sees a celebrity/industry chef working with students one/day per week. Partners include, The Hilton Hotel, Manchester.

The Openshaw campus will provide specialist industry-led and sponsored **Automotive, Logistics and Construction Centre of Excellence and a Health and Wellbeing Centre of Excellence.**

At the Openshaw campus, this will include a diverse range of specialist vocational curriculum areas including:

- *Health and Social Care* – from further education through to higher education for young people and adults
- *Childcare* – from further education through to higher education for young people and adults, with mandatory work placements provided for all students in external childcare settings
- *Public Services* - from further education through to higher education for young people and adults
- *Sport* – the specialist facilities for the Sport curriculum offer from further education through to higher education for young people and adults, including Sport Science
- *Automotive* – the provision of specialist facilities for motor-vehicle maintenance and repair
- *Construction and electrical installation* – the provision of specialist facilities for plumbing, multi-skills, joinery and construction and electrical installation from further education through to higher education for young people and adults.

The existing sites of Wythenshawe and Harpurhey will provide **routes into specialisation** at the Centres of Excellence. Pre-employment, IAG, as well as welfare, English/maths and work placements will be delivered. Curriculum at level 1/2 will be provided in Construction, Logistics and Motor Vehicle as well as Hair/Beauty/Hospitality and Travel/Tourism at Wythenshawe. Curriculum offer at level 1/2 will be provided in Hair/Beauty/Hospitality, Travel/Tourism and ESOL at Harpurhey.

The learning hubs will deliver a complex transitioning and support service, supporting significant volumes of students at risk of becoming NEET. The learning hubs will offer an engagement curriculum for harder to reach students. Pre-employment, IAG and welfare, and vocational/academic mentoring support will be provided.

Located in part of the refurbished former Royal Eye Hospital, it is proposed that this 810m<sup>2</sup> leased facility continues to provide a Centre of Excellence for Medical Sciences

## Appendix 2. The Manchester College's Covid-19 response 2020/21

The Manchester College and Total People have introduced a risk-based approach to continuing to provide learning and support to all UCEN Manchester Total People and TMC students via online platforms, then with the addition of on-site delivery for the most vulnerable students and the children of key workers who cannot be supported at home in line with government guidance.

Features of this support include:

- Delivery of learning for the majority of 16-18 and 19+ TMC, Total People and UCEN students is via online platforms, supplemented by direct telephone contact from teachers, tutors and support workers
- Support colleagues are contacting all young people with an EHCP, Looked After Children and or who are known to social services and or considered high-risk, to assess their needs and personally invite them to Shena Simon campus where appropriate, to continue to engage with on-site learning and support
- All students categorised as L4 and L3 'at-risk' on the College's risk register will receive a welfare phone call from their designated safeguarding person on Monday, Wednesday and Friday of each week, regardless of their attendance or not at Shena Simon campus
- All L1 and L2 'at-risk' students will receive a phone call every week from their designated support person
- The same entitlement to on-site teaching and support is available to our PRU and SEMH students
- Communications have been issued to all children of key workers requiring additional support to contact a support line, where their needs will be assessed and if necessary they will be invited to take part in on-site delivery at Shena Simon
- In line with the guidance above, we have taken steps to restrict the volumes of staff at Shena Simon and to ensure only essential staff are on site – this being agreed on the basis of the government advice in relation to those colleagues who are self-isolating
- TMC Nurseries at Openshaw, Lightbowne and Harpurhey remain open
- The public library at Harpurhey remains open in line with a council agreed access plan
- My Futures students remain in their current workplace where a Covid-safe environment can be assured. Where this is not possible students have transitioned to home working. They will continue to be paid in line with the agreement with MCC colleagues
- In line with current government guidance all 16-18 study programme work placements have been suspended. This will be reviewed at the end of January 2021
- BTEC, A Level and GCSE examinations have now been cancelled. License to practice examinations will continue to go ahead to ensure students are supported to progress

- Students are following their normal timetable with Achievement Tutors are contacting students who do not participate in learning to work with them and to offer support.

**The Manchester College will follow the following procedures to support/monitor vulnerable students at Shena Simon Campus:**

- The Senior Management safeguarding lead is Marie Stock (07703 601079) during the period of lockdown
- A designated manager is present at all times at Shena Simon campus to ensure the safe delivery of provision to vulnerable students
- A cross-specialism working group has been established including those managers with responsibility for Safeguarding, High Needs, Welfare/Hardship and 14-16 provision. This group meet regularly via skype to review the provision for and support needs of vulnerable students
- All staff have been signposted to training to refresh their understanding of the Safeguarding and GDPR policies when working remotely with students and parents/carers
- Manchester City Council safeguarding guidance on working from home has been issued to all teaching and support staff
- 'My Concern' safeguarding referral procedures and Designated Safeguarding Persons' (DSPs) contact details has been issued to all staff to ensure continued and effective reporting of safeguarding concerns
- All DSPs have been provided with updated external agencies' referral contact details and procedures
- DSPs ensure that those students identified as L1 and L2 'at-risk' students (including LAC/CL) receive welfare checks once a week
- DSPs ensure that students identified as L3 and L4 'at-risk' receive welfare checks every Mon/Wed/Fri (and any concerns recorded through My Concern
- Learning Support team are ensuring that High Needs students are supported in line with their EHCP plan and any concerns recorded through My Concern
- 14 – 16 teams will ensure that school aged pupils within the College setting are supported in line with Manchester City Council guidance and any concerns recorded through My Concern
- Career and Welfare teams are ensuring that ongoing welfare support/guidance is provided to all students/families and any concerns recorded through My Concern
- FSM students and adults in receipt of Discretionary Learner Support Funds are being contacted and supported with a weekly payment direct to their bank account. For eligible students, we are providing free school meals for 16-18 year olds on site and an increased amount of £15.00 per week to those studying remotely. In some cases, students who do not have a bank account will be sent a Tesco Voucher
- The College provided essential IT equipment to 1,178 between September and December 2020. In January a further 605 were distributed and between Jan- March the College expects to deliver a further 700 devices. We are continuing our work to ensure students who need a device to study from home can still access their course. However, this is an ongoing challenge as there is a national shortage currently. We have over 700 devices on order which are due to be delivered over the next two weeks and have been notified



of a 750 laptop allocation from the DfE and have received 25 from the GM Mayor's support campaign.

**College risk register categories:**

- L1 Support – Student Experience Worker and or Student Mentor
- L2 Support – Designated Support Person and Multi Agency Support
- L3 Support – External safeguarding referrals with Designated Support Person
- L4 Support – Highest risk Prevent or Excalibur

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**Manchester City Council  
Report for Information**

**Report to:** Economy Scrutiny Committee – 11 February 2021

**Subject:** Overview Report

**Report of:** Governance and Scrutiny Support Unit

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**Summary**

This report provides the following information:

- Recommendations Monitor
- Key Decisions
- Items for Information
- Work Programme

**Recommendation**

The Committee is invited to discuss and note the information provided.

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**Wards Affected:** All

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**Contact Officers:**

Name: Mike Williamson  
Position: Team Leader- Scrutiny Support  
Telephone: 0161 234 3071  
Email: m.williamson@manchester.gov.uk

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**Background documents (available for public inspection):**

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

None

## 1. Monitoring Previous Recommendations

This section of the report contains recommendations made by the Committee and responses to them indicating whether the recommendation will be implemented, and if it will be, how this will be done.

Items highlighted in grey have been actioned and will be removed from future reports.

Date	Item	Recommendation	Response	Contact Officer
10 Oct 2018	ESC/18/45 Gap analysis of the City's Bus network service	To request information including a summary of data that has been used to date to underpin current findings, including information on frequencies of services and services that have been removed or reduced in the last three years.	A response to this request is still outstanding	Pat Bartolli

## 2. Key Decisions

The Council is required to publish details of key decisions that will be taken at least 28 days before the decision is due to be taken. Details of key decisions that are due to be taken are published on a monthly basis in the Register of Key Decisions.

A key decision, as defined in the Council's Constitution is an executive decision, which is likely:

- To result in the Council incurring expenditure which is, or the making of savings which are, significant having regard to the Council's budget for the service or function to which the decision relates, or
- To be significant in terms of its effects on communities living or working in an area comprising two or more wards in the area of the city.

The Council Constitution defines 'significant' as being expenditure or savings (including the loss of income or capital receipts) in excess of £500k, providing that is not more than 10% of the gross operating expenditure for any budget heading in the in the Council's Revenue Budget Book, and subject to other defined exceptions.

An extract of the most recent Register of Key Decisions, published on **1 February 2021**, containing details of the decisions under the Committee's remit is included below. This is to keep members informed of what decisions are being taken and, where appropriate, include in the work programme of the Committee.

<b>Development and Growth</b>					
<b>Subject / Decision</b>	<b>Decision Maker</b>	<b>Decision Due Date</b>	<b>Consultation</b>	<b>Background documents</b>	<b>Officer Contact</b>
<p><b>Brownfield Land Register Update 2019 2019/03/01D</b></p> <p>To publish Manchester's Brownfield Land Register.</p>	Deputy Chief Executive, Strategic Director - (Growth and Development)	Not before 29th Mar 2019		Report and Recommendation	Louise Wyman – Strategic Director Growth and Development louise.wyman@manchester.gov.uk
<p><b>Delivering Manchester's Affordable Homes to 2025 - Establishment of Strategic Partnership with Homes England (2019/09/05A)</b></p> <p>To negotiate and formalise a Strategic Partnership with Homes England to enable the delivery of Manchester Affordable Homes to 2025</p>	Strategic Director - (Growth and Development)	Not before 4th Oct 2019	In consultation with the Executive Members for Housing and Regeneration and Finance and HR	Report and Recommendation	Steve Sheen s.sheen@manchester.gov.uk
<p><b>Delivering Manchester's Affordable Homes to 2025 - Disposal of sites (2019/09/05B)</b></p>	City Treasurer (Deputy Chief Executive)	Not before 4th Oct 2019	In consultation with Strategic Director (Growth and Development)	Report and Recommendations	Steve Sheen s.sheen@manchester.gov.uk

To agree the disposal of sites in Council ownership for the provision of affordable homes			and Executive Members for Housing and Regeneration and Finance and HR		
<p><b>Delivering Manchester's Affordable Homes to 2025 - Establishment of Partnership arrangements with Registered Providers (2019/09/05C)</b></p> <p>To establish partnership arrangements with Registered Providers together with their partners/consortium for defined areas in the North, Central, South and Wythenshawe areas of the City.</p>	Strategic Director - (Growth and Development)	Not before 4th Oct 2019	In consultation with City Treasurer (Deputy Chief Executive) and the Executive Members for Housing and Regeneration and Finance and HR	Report and recommendation	Steve Sheen s.sheen@manchester.gov.uk
<p><b>Delivering Manchester's Affordable Homes to 2025 -Agreement of legal terms (2019/09/05D)</b></p> <p>To enter into and complete all necessary legal documents and agreements to give effect to delivering Manchester's Affordable Homes to 2025</p>	City Solicitor	Not before 4th Oct 2019		Report and recommendations	Fiona Ledden, City Solicitor fiona.ledden@manchester.gov.uk

<p><b>Buying back former Council properties - Policy approval (2019/09/05E)</b></p> <p>To approve a policy for the Council to buying back properties which have been sold under the Right to Buy to increase the amount of social housing and to reduce the number of former Council properties entering the private rented sector.</p>	<p>Strategic Director - (Growth and Development)</p>	<p>Not before 4th Oct 2019</p>	<p>In consultation with the City Treasurer (Deputy Chief Executive) and the Executive Members for Housing and Regeneration and Finance and HR, following consultation with local Ward Members.</p>	<p>Report and Recommendation</p>	<p>Martin Oldfield m.oldfield@manchester.gov.uk</p>
<p><b>Buying back former Council properties - Setting of purchase prices (2019/09/05F)</b></p> <p>To agree purchase prices and make any necessary arrangements to purchase properties in line with the policy</p>	<p>Strategic Director - (Growth and Development)</p>	<p>Not before 4th Oct 2019</p>	<p>In consultation with City Treasurer (Deputy Chief Executive) and the Executive Members for Housing and Regeneration and Finance and HR</p>	<p>Report and recommendation</p>	<p>Martin Oldfield m.oldfield@manchester.gov.uk</p>

<p><b>Heron House General Letting Consent (2019/11/25A)</b></p> <p>To agree to the disposal by Leasehold of office accommodation at Heron House.</p>	Chief Executive	Not before 24th Dec 2019		Briefing Note & Heads of Terms	Mike Robertson m.robertson@manchester.gov.uk
<p><b>Purpose Built Student Accommodation in Manchester (2020/05/28F)</b></p> <p>To agree an approach to Purpose Built Student Accommodation, following a consultation exercise with key stakeholders, to help to guide the decision making process in advance of the review of the core strategy, and request that the Planning and Highways Committee (or agreed interim procedure of planning determination by the Chief Executive) take this into material consideration until the core strategy has been reviewed.</p>	Executive	3 Jul 2020		Report and Recommendation	Dave Roscoe d.roscoe@manchester.gov.uk, Pat Bartoli p.bartoli@manchester.gov.uk
<p><b>Greater Manchester Transport Strategy 2040 and Our Five-Year Delivery Plan -</b></p>	Executive	9 Dec 2020		Greater Manchester Transport Strategy 2040	Duncan McCorquodale duncan.mccorquodale@manchester.gov.uk



<p><b>Manchester Local Implementation Plan (2020/11/05A)</b></p> <p>To adopt and publish the Local Implementation Plan for Manchester that forms an appendix to Our Five-Year Delivery Plan.</p>				<p>Our Five-Year Delivery Plan Manchester Local Implementation Plan</p>	
<p><b>Contract for Provision of Repairs and Maintenance Services to Northwards Housing Managed Stock and Leasehold Properties and New Adaptations across all Manchester City Council Housing (2021 - 2024) (2020/11/27A)</b></p> <p>To seek approval to award a Contract to one supplier to provide a comprehensive Repairs and Maintenance service across all City Council Housing.</p>	<p>City Treasurer (Deputy Chief Executive)</p>	<p>Not before 1st Jan 2021</p>		<p>Confidential Contract Report with recommendation</p>	<p>Kevin Lowry, Interim Director for Housing and Residential Growth kevin.lowry@manchester.gov.uk</p>

### 3. Economy Scrutiny Committee Work Programme – February 2021

Thursday 11 February 2021, 10.00am (Report deadline Monday 1 February 2021)				
				Comments
Budget 2021/22 – final proposals	The Committee will consider refreshed budget proposals following consideration of the original officer proposals at its November 2020 meeting and (any) revised budget proposals at its January 2021 meeting.	Cllr Leese (Leader)  Cllr Richards (Exec Member for Housing and Regeneration)	Louise Wyman	
Skills and Adult Education	To understand the demand and supply of skills & adult education in the City, where the skills shortages and challenges are and how national & regional policy & commissioning and local delivery responds to these opportunities and challenges.  This will include:-  Context, Policy and Strategy overarching report setting out labour market and skills demand in the City; qualification & skill levels of Manchester residents; recent national policy, skills and funding announcements, GM policy and commissioning and delivery of the Manchester Adult Education & Skills Plan.  Industry Labour Market & Skills Intelligence - an	Cllr Rahman (Exec Member for Skills, Culture and Leisure)	Angela Harrington  Gemma Marsh /Nichola Wallworth GMCA  Julie Rushton (MAES)  Lisa O'Loughlin John Thornhill (LTE Group)	

	<p>analysis of the digital and technical skills requirements in the GM Labour Market by key sectors with a focus on digital &amp; how GMCA policy &amp; commissioning will respond</p> <p>Manchester Adult Education and Skills service update on last academic year including performance and outcomes, the impact of Covid on MAES learners, the issues it has raised and how the service has responded to date and adapt in the future</p> <p>The Manchester College – To receive a presentation from the Manchester College on progress, performance and learner outcomes for the last academic year, including the challenges and issues raised by Covid and how the College has responded. The presentation will also include an update of the College's estates strategy and the development of the curriculum offer that underpins it and the delivery by other parts of the LTE group to Manchester residents</p>			
Economy COVID19 Sit Rep Report	To receive the most up to date Economy COVID19 Sit Rep report that details how the Council and the city is progressing with the recovery phase of COVID19 against the areas within the remit of this Committee.	Cllr Leese (Leader)	Louise Wyman David Houliston Angela Harrington Pat Bartoli Ruth Ashworth	
Overview Report	The monthly report includes the recommendations monitor, relevant key decisions, the Committee's work programme and any items for information.	N/A	Mike Williamson	

**Thursday 11 March 2021, 10.00am  
(Report deadline Monday 1 March 2021)**

**Strategic Regeneration**

				<b>Comments</b>
Wythenshawe Hospital SRF	This report will set out the Final Version of the Wythenshawe Hospital Campus SRF following the public and statutory bodies consultation exercise on the Draft SRF which was endorsed by the MCC Executive at the meeting of March 11th 2020. The report will include <ol style="list-style-type: none"> <li>1. a summary of the consultation responses</li> <li>2. amendments to the SRF as a result of consultation</li> <li>3. Detail on how the site will be serviced by public transport during construction and following completion.</li> </ol>	Cllr Richards (Exec Member for Housing and Regeneration)	Louise Wyman Pete O'Brien Martin Saker	Report is prepared by Manchester Hospital Federation Trust (MFT)
Withington Village SRF	This report will update on the outcome of a public consultation exercise with local residents, businesses and stakeholders, on the draft Withington Village Framework and seeks approval of the Framework update.	Cllr Richards (Exec Member for Housing and Regeneration)	Louise Wyman Martin Saker	
The Local Plan	To receive a general update on Manchester's Local Plan and information about the change to the strategic plan at Greater Manchester level	Cllr Stogia (Exec Member for Environment, Planning and Transport)	Louise Wyman Duncan McCorquodale	
Economy COVID19 Sit Rep Report	To receive the most up to date Economy COVID19 Sit Rep report that details how the Council and the city is progressing with the recovery phase of COVID19 against the areas within the remit of this Committee.	Cllr Leese (Leader)	Louise Wyman David Houlston Angela Harrington Pat Bartoli	

			Ruth Ashworth	
Overview Report	The monthly report includes the recommendations monitor, relevant key decisions, the Committee's work programme and any items for information.	N/A	Mike Williamson	

**Themes identified at the Committee's 2020/21 Work Programme setting meeting  
(Items highlighted in grey indicate that these have been included in the work plan of one of the above meetings)**

Theme	Tentative Date of meeting
<p><b>Manchester Airport</b></p> <p>To include information on addressing the economic recovery of the Airport whilst tackling the Climate Emergency</p>	<p>Post Nov 2020</p>
<p><b>Building Back Better</b></p> <p>To include information on:-</p> <ul style="list-style-type: none"> <li>• A clearer understanding of what the Council's levers are and the options available to the Council</li> <li>• The use of levers to deliver a fairer society, better/higher skilled jobs, better pay and green economy</li> <li>• Addressing inequalities, linked to Economy Dashboard</li> </ul>	<p>Post Nov 2020</p>
<p><b>Digital Economy and the Impact of COVID19 on how the City operates</b></p> <p>To include information on:-</p> <ul style="list-style-type: none"> <li>• The Digital Economy and the development of a Digital Strategy</li> <li>• Review of office space in the city and implications of COVID19 in businesses/employees returning to work</li> <li>• Review of the next employment sectors at risk of de-labourising and interventions to re-skill people in advance</li> <li>• Automation and technology in the workplace and implications for employment opportunities</li> </ul>	<p>Post Nov 2020</p>
<p><b>Transport</b></p> <p>To include information on:-</p>	<p>Post Nov 2020</p>

<ul style="list-style-type: none"> <li>• City Centre Infrastructure issues and aspirations for long term transport investment</li> <li>• Bus Franchising</li> </ul>	
<p><b>Outcomes of the THINK report recommendations</b></p> <p>To include a review of the impact of the recommendations within the THINK report with an opportunity to hear directly from residents on how they have been affected</p>	Post Nov 2020
<p><b>Manchester College</b></p> <p>To include an update from the Manchester College on its performance and how it is recovering from the impact of COVID19</p>	Post Nov 2020
<p><b>Work and Skills</b></p> <p>To include details around the assistance provided to BAME communities impacted by COVID19 in developing skills for employment opportunities and assistance to small businesses impacted by COVID</p>	Post Nov 2020

Previous Items identified by the Committee to be scheduled (New items added in blue)

Theme – Strategic Regeneration

Item	Purpose	Lead Executive Member	Lead Officer	Comments
Outcome of the consultation with stakeholders in relation to the proposed Housing Affordability Zones	To receive a report on the outcome of the consultation with stakeholders on the four proposed Housing Affordability Zones	Councillor Richards (Exec Member for Housing and Regeneration)	Louise Wyman	See November 2017 minutes
Northern Gateway	To receive an update on the progress and outline anticipated wider social and economic benefits to North Manchester from the development that has been made with the Northern Gateway since the last time it was considered by the Committee	Cllr Leese (Leader)  Cllr Richards (Exec Member for Housing and Regeneration)	Louise Wyman Ian Slater	



<b>Theme – Transport and Connectivity</b>				
<b>Item</b>	<b>Purpose</b>	<b>Lead Executive Member</b>	<b>Lead Officer</b>	<b>Comments</b>
Bus Franchising update	To receive an update on the Greater Manchester Mayors proposals to franchise the regions bus service impact this will have on the city's economy	Cllr Leese	Pat Bartoli	
<b>Theme - Skills development for Manchester residents aged 16 and over.</b>				
<b>Item</b>	<b>Purpose</b>	<b>Lead Executive Member</b>	<b>Lead Officer</b>	<b>Comments</b>
Higher Education provision and its impact on the City's economy	To be determined	Cllr Rahman (Exec Member Skills Culture and Leisure)	Angela Harrington	
Hospitality and Tourism skills gap	To receive report on the issue around skills challenges within the hospitality and tourism sector	Cllr Rahman (Exec Member Skills Culture and Leisure)	Pat Bartoli Angela Harrington	See November 2017 minutes
<b>Theme – Growing the Manchester Economy</b>				
<b>Item</b>	<b>Purpose</b>	<b>Lead Executive Member</b>	<b>Lead Officer</b>	<b>Comments</b>
Business Survival rates and the impact	To receive a report that details the survival rate of new start up business	Councillor Leese	Mark Hughes (The Growth Company)	

on the economy	within the city and the economic impact to the city when these businesses fail		Louise Wyman Pat Bartoli Angela Harrington	
City Centre Business Engagement	TBC	Councillor Leese	Pat Bartoli Louise Wyman	
<b>Theme - Miscellaneous</b>				
<b>Item</b>	<b>Purpose</b>	<b>Lead Executive Member</b>	<b>Lead Officer</b>	<b>Comments</b>
Our Manchester Strategy re-set	To receive a report that details the findings from the engagement process on the re-set of the Our Manchester Strategy	Cllr Leese (Leader)	Louise Wyman David Houliston	
Outcome of the findings from the Tyndall Centre for Climate Change Research	To receive a report in regards to what is needed to be achieved at Manchester Airport to address carbon emissions	Councillor Stogia	TBC	TBC