



Economy Scrutiny Committee

Date: Thursday, 10 February 2022

Time: 2.00 pm

Venue: Council Chamber, Level 2, Town Hall Extension

Everyone is welcome to attend this committee meeting.

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Membership of the Economy Scrutiny Committee

Councillors - H Priest (Chair), Bayunu, Doswell, Farrell, Johns, Moore, Noor, Raikes, Stanton and Shilton Godwin

Agenda

- 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** 5 - 8
To approve as a correct record the minutes of the meeting held on 13 January 2022
- 5. Growth and Development Directorate Budget Proposals 2022/23**
Report to follow
- 6. Manchester Work and Skills Strategy Refresh** 9 - 62
Report of the Director of Inclusive Economy attached

This report provides an update on the development of a new Work and Skills Strategy for Manchester, to replace the previous version which has reached the end of its life. The strategy sets out the city's work and skills priorities that matter to the people and businesses of Manchester, and how working towards identified collective goals will help to deliver the ambitions of the Our Manchester Strategy
- 7. LTE Group Update** 63 - 86
Report of the Principal and Deputy Chief Executive: The Manchester College/LTE Group attached

This report provides an update on three key areas - 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 2021; Progress update and next

steps on LTE Group estates and infrastructure plans including site disposals; and progress on apprentice provision via Total People.

- 8. Manchester Adult Education Service update** 87 - 100
Report of the Director of Inclusive Economy and Head of MAES

The purpose of this report is to provide information on MAES performance in 2020/21, the response to COVID-19 and the skills challenges in the city.

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

- 10. Overview Report** 101 - 114
Report of the Governance and Scrutiny Support Unit

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

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. .

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Further Information

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This agenda was issued on **Wednesday, 2 February 2022** by the Governance and Scrutiny Support Unit, Manchester City Council, Level 2, Town Hall Extension, Manchester M60 2LA

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Economy Scrutiny Committee

Minutes of the meeting held on 13 January 2022

Present:

Councillor H Priest – in the Chair

Councillors Bayunu, Farrell, Johns, Moore, Noor, Raikes, Stanton and Shilton Godwin

Also present:

Councillor Craig, Leader

Councillor White, Executive Member for Housing and Employment

Councillor Rawlins, Executive Member for Environment

ESC/22/01 Minutes

Decision

The minutes of the meeting held on 9 December 2021 were approved as a correct record.

ESC/22/02 Updates on Sub Strategies of the City Centre Transport Strategy

The Committee considered the report of the Director of City Centre Growth and Infrastructure and Director of Highways that provided an update on the progress of sub strategies and other activities within the City Centre Transport Strategy including an update on active travel plans and wider connectivity issues across the city.

Key points and themes in the report included:

- Updates on active travel schemes being developed and delivered;
- An overview of work planned for 2022 to develop strategy and investment plans to continue improving walking (which refers to wheelchair and all other pedestrian users) and cycling in Manchester; and
- Updates on other measures to improve connectivity including improving public transport and other mobility for the city.

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

- The need to ensure active travel schemes, such as cycle paths were developed in an integrated and holistic way and the need to reduce the number of severance points to ensure they were fully connected;
- The need to ensure public transport was affordable for residents of the city;
- How were the schools selected to participate in the School Streets scheme;
- The need to consider safety concerns was walking at night time;
- Consideration needed to be given to removing physical barriers, such as redundant phone boxes and A boards to ensure people can use the pathways safely and without obstruction;

- More needed to be done to increase cycle parking facilities and safe and appropriate cycle storage, noting the distinct difference between the two;
- Anti-social driving and inconsiderate pavement parking needed to be addressed;
- Noting that there was often a conflict between the bus system and active travel plans, especially in the Piccadilly Gardens area of the city centre;
- Supporting the work of the Highways Access Group;
- The need to improve communications with Members so that they are fully aware of developments and planned activity so that they could relay information to their residents and local interested groups;
- The need to deliver a cycle scheme that connects the north of the city to the city centre;
- Noting that mobility for residents is often an issue and calling for improvements to the footways; and
- The need to ensure any published information relating to schools was correct.

The Head of Environment Planning and Infrastructure stated that the issue of severance points was acknowledged and provided the context and approach adopted as to the delivery of early schemes. He informed the Members that an audit of the existing schemes was to be undertaken to identify the gaps with the intention was to use future funding to bridge these gaps. He further commented that an audit of the Bee Network would also be undertaken by Transport for Greater Manchester (TfGM), adding that he would relay the comments from this meeting to colleagues at TfGM. The Strategic Director of Growth and Development suggested that a map could be provided to Members that highlighted the existing active travel schemes and the planned projects to connect these. The Committee welcomed this proposal.

In regard to the issue raised on the issue of the affordability of public transport, the Head of Environment Planning and Infrastructure stated that this was a consideration and identified as a priority within the Bus Service Improvement Plan that had been submitted to government and was currently being considered. He further acknowledged the comments raised regarding safety for the night time, especially in the city centre and added that this would inform consideration of schemes.

The Head of Environment Planning and Infrastructure stated that currently there was no dedicated funding available to deliver cycle storage schemes in private accommodation settings, such as apartment blocks, however consideration was being given as to how cycle parking could be provided in car parks that the Council controlled. He added that TfGM were also seeking to deliver improved cycle parking schemes at place such as train stations and these plans were currently being developed.

The Head of Environment Planning and Infrastructure acknowledged the comment raised regarding the conflict between the bus system and active travel plans, especially in the Piccadilly Gardens by commenting that as the number of journeys into the city centre by car reduced this would free up capacity on the road network for buses and thus relieve this pressure. He further provided an update on delivery of the project to

transform Deansgate into a high-quality, people-centred public space, prioritising walking, cycling and public transport.

The Director of Highways described how schools had been selected to participate in the School Streets scheme, noting that these had been very successful and Members would be informed of future funding opportunities and schools would be invited to apply.

The Director of Highways acknowledged the comment regarding anti social driving and the threat this posed to residents. He stated that the Highways Department did meet regularly with Greater Manchester Police to discuss issues and added that if Members had specific issues or concerns to contact him directly so these could be raised. He addresses the comment regarding the condition of the footways and stated that the intention would be to prioritise improvement works to footways. The Executive Member for Environment added that the Licensing Team did engage with businesses on the issue of street furniture and A boards and where necessary would target hot spots to address any specific concerns.

The Director of Highways noted the comment regarding the need to deliver a cycle lane to connect North Manchester to the city centre and added that delivery of such a scheme would be the next priority and Members would be informed as these plans were developed.

The Director of Highways acknowledged the comments raised regarding the need to improve communications with Members and stated that he and the Executive Members for Environment were discussing how this could be achieved. The Committee welcomed this commitment to improved communications with local Members. The issue raised regarding the accurate reporting of schools was also acknowledged and an assurance was given that that would be addressed with the Education Department.

The Strategic Lead City Centre Partnerships described the work of the Highways Network Group, adding that the group met monthly to consider proposed schemes and was an opportunity and forum for people with lived experience to discuss proposals with designers and Project Managers. The Executive Member for Environment stated that consideration would be given as to how the important work of this group was promoted.

Decision

The Committee:-

- (1) Recommends that an item is added to the Committee's Work Programme (to be considered at an appropriate time) that provides an update on the Walking and Cycling Strategy. This report would include updates in relation to cycle storage, cycle parking and the consideration given to ensure safety for people walking at night.

- (2) Recommends that an item is added to the Committee's Work Programme (to be considered at an appropriate time) that describes the findings and conclusion of TfGMs audit exercise of the Bee Network.
- (3) That the Strategic Director (Growth and Development) circulate a map to all Members of the Committee that highlights the existing active travel schemes and the planned projects that connect these.

ESC/22/03 Update on COVID-19 Activity

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.

Decision

The Committee notes the report.

ESC/22/04 Overview Report

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

Decision

The Committee note the report and agree the work programme, noting the recommendations arising from consideration of the previous agenda items.

**Manchester City Council
Report for Information**

Report to: Economy Scrutiny Committee – 10 February 2022

Subject: Manchester Work and Skills Strategy Refresh

Report of: Director of Inclusive Economy

Summary

This report provides an update on the development of a new Work and Skills Strategy for Manchester, to replace the previous version which has reached the end of its life.

The first draft of the new Work and Skills Strategy is attached as Appendix 1. This includes the findings and draft priorities that have been drawn from engagement and research.

The new strategy will set out the city's work and skills priorities that matter to the people and businesses of Manchester, and how working towards identified collective goals will help to deliver the ambitions of the Our Manchester Strategy.

An overview of the mixed-methods approach to research and engagement is also provided in this report, along with the proposed next steps through to adoption of the strategy by Executive in the new municipal year.

Recommendations

Members are recommended to consider, comment on and endorse the draft strategy.

Wards Affected: All

Environmental Impact Assessment - the impact of the decisions proposed in this report on achieving the zero-carbon target for the city
Climate change and zero-carbon will be an important theme in the new strategy, which will seek to address how we can ensure that our residents have the skills needed to support the transition to zero-carbon and businesses have access to the skills & talent needed to deliver key programmes. The strategy will also consider how our education and training providers can become equipped to deliver the necessary courses and qualifications to support the city's zero carbon target.

Our Manchester Strategy outcomes	Contribution to the strategy
A thriving and sustainable city: supporting a diverse and distinctive economy that creates jobs and opportunities	The refreshed strategy will define how Manchester works together to create skills, employment and training opportunities that support business growth and connect employment opportunities to our residents.
A highly skilled city: world class and home grown talent sustaining the city's economic success	The strategy will define how partners across Manchester work together to ensure that residents are able to gain the skills and experience they need to be successful in the labour market, moving into more highly skilled, more sustainable and better paid opportunities.
A progressive and equitable city: making a positive contribution by unlocking the potential of our communities	The strategy will directly address the theme of inclusion, and how we can ensure that more of our residents are able to benefit from the city's economic success.
A liveable and low carbon city: a destination of choice to live, visit, work	The strategy will address how we can ensure that our residents have the skills needed to support the transition to zero-carbon, and how our education and training providers can become equipped to deliver the necessary courses and qualifications to support this.
A connected city: world class infrastructure and connectivity to drive growth	The strategy will directly address the theme of digital skills and how we can ensure that residents can develop the digital skills they need to access and be successful in the labour market and that digital businesses in the city have the access to the talent they need to continue to grow.

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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.

- Refresh of Manchester's Work and Skills Strategy, Economy Scrutiny (June 2021)
- Our Manchester Strategy – Forward to 2025, Executive (March 2021)
- Work and Skills Strategy 2016-21

1.0. Introduction

- 1.1. Skills, employment and business growth remain fundamental components of Manchester's current and future economy. They are crucial to making sure that the city continues to grow and we build an inclusive economy, in which all our residents can benefit from the city's success.
- 1.2. Manchester's Work and Skills Strategy 2016-21 has reached the end of its life and is being revised and updated to respond to the significant changes and challenges that we have experienced over the last five years.
- 1.3. Since the last report to Economy Scrutiny in June 2021, officers have undertaken significant research and engagement work to determine the main themes and priorities for the new strategy. This has consisted of both desktop research using local and national sources and data, alongside a process of listening to our residents, partners and other stakeholders about their experience of the work and skills system in Manchester.
- 1.4. The first draft of the strategy, based on the findings of the research and engagement conducted, is appended to this report. It includes details of the city, policy and strategic context, and the proposed priorities that the partners across the city can work towards, in support of the Our Manchester Strategy and in alignment with other key city strategies.
- 1.5. The intention is to conduct further consultation on this first draft, particularly the proposed priorities, during February – March 2022, with a view to the final version of the strategy being adopted by Executive in the new municipal year.

2.0. Strategic links

- 2.1. In developing the new Strategy, the linkages and dependencies with and between other Manchester strategies have been mapped out, to ensure clear interfaces and avoid duplication.
- 2.2. The Our Manchester Strategy provides the overall strategic framework for the city, and the Work and Skills Strategy is one of the key city-wide strategies that support it, directly delivering on several of the Our Manchester themes. The priorities that have been developed for the new Work and Skills Strategy, in response to the research and engagement conducted, have been mapped back to at least one of the Our Manchester 'We Wills' to ensure alignment.
- 2.3. The new strategy uses the Our Manchester Strategy themes as a structural framework. This makes it clear how the strategy's priorities, outcomes and indicators will contribute to the delivery of the Our Manchester Strategy.
- 2.4. The Work and Skills Strategy will support a range of other city strategies including:
 - Local Industrial Strategy
 - Manchester Climate Change Action Plan

- Our Manchester Disability Plan
- Manchester's Cultural Ambition 2016-26
- Manchester Inclusion Strategy
- Family Poverty Strategy
- Youth Offer
- Adult Education and Skills Plan
- Manchester: A Great Place to Grow Older
- Powering Recovery: Manchester's Recovery and Investment Plan

2.4 The main strategies that will themselves support the Work and Skills Strategy include:

- Manchester Digital Strategy 2021-26
- Adult Education and Skills Plan 2016-25
- GM Transport Strategy and City Centre Transport Strategy to 2040

2.5 The Work and Skills Strategy also responds to the recommendations made in the Marmot report 'Build Back Fairer in Greater Manchester', which makes clear connections between work and health outcomes. The new Work and Skills Strategy will ensure that we can make the right connections into this work, as Manchester develops its action plan to deliver the report's recommendations.

3.0. Research and engagement

3.1. A mixed-methods approach to research and engagement has been planned and conducted by the Work and Skills Team and Strategy and Economic Policy Team. This has included:

- The collation and analysis of information from a wide range of sources including local, regional and national policy and strategy, data and statistics, and other relevant research papers and publications.
- A SWOT (strengths, weaknesses, opportunities, threats) analysis to help understand the themes emerging from the research, the implications and opportunities for Manchester.
- Analysis of findings from previous recent engagement in the city including for the Our Manchester Strategy refresh.
- A first phase of engagement with residents, employers, VCSE organisations and employment support providers, learning providers, and other key groups, through 1:1 conversations, focus groups, attendance at wider meetings and online surveys. There has been a particular focus on lived experience.

3.2 A list of the organisations and groups consulted in the first phase of engagement is appended to the draft strategy.

3.3 The findings from the research and engagement have now been analysed and several priorities have emerged. These have been mapped against the themes of the Our Manchester Strategy, as shown in the appended draft.

3.4 Once Economy Scrutiny Committee has commented on the draft strategy, and any resulting changes made, a second phase of engagement will commence, primarily online, during February and March. Consultees from the first phase will be asked to comment on the draft and consider whether it reflects their input and viewpoints. Publishing online will also open the draft up to a wider audience of residents, employers and partners.

3.5 The findings of our research and engagement work shows us that:

- Governance arrangements will need to be strong and clear to ensure work between major city-wide themes is not siloed.
- Good links and working relationships between stakeholders working on linked strategies will need to be formed and maintained.
- There is an opportunity to make better use of existing data to judge progress and success, to target interventions to more specific groups or areas, and to improve connections between learning and work.
- There is an opportunity to set a target on some indicators on the direction of travel. Rather than absolute targets this could be to close a gap with an average (e.g. Core Cities).
- We can harness our strengths but we need to make better use of these strengths in capturing the benefits of our own growth for residents.
- The impact of COVID and continued uncertainty, particularly around the changing labour market, means the strategy will need to be high level. An additional action or delivery plan, operating on a shorter timescale, will enable the strategy to be responsive to change.
- The strategy needs to respond directly to issues around accessibility and equalities; this should form a major theme of future work.
- Communication and engagement should be addressed directly; a good stakeholder network exists to support with this.

4.0. Finalising and delivering the new strategy

4.1. Following the proposed phase two consultation, a final version of the strategy will be produced. This will then be presented to Executive for approval in May/June 2022.

4.2. We will also carry out an Equalities Impact Assessment and Poverty Impact Assessment, as part of the process of developing the final draft. This is in line with the recommendations made by the Council's Equalities Team.

4.3. The final document will be then be designed for wider publication. A shorter, version, focusing on the high-level messages and key priorities, will also be created. These two versions will make it more accessible to, and more easily used by, a wider audience.

4.4. A delivery plan will be created to capture the outputs that partners across the city will aim to deliver. This will be a live document that will evolve in response to change and external influences but will retain a focus on the practical actions that will enable the city to achieve the priorities of the new strategy.

- 4.5. The service plan for the Council's Work and Skills Team will draw on parts of this delivery plan. However, like the strategy, the delivery plan will be for the whole city not just the City Council. Key partners will be identified who will deliver other aspects of the strategy.
- 4.6. Delivery of the Work and Skills Strategy will be overseen by the Work and Skills Board. The Work and Skills Board is made up of strategic partners that are responsible for learning and work outcomes in Manchester, with the expertise and influence necessary to ensure that the strategy is a success. The Work and Skills Board will review progress against the agreed priorities, outcomes, and indicators on a periodic basis, taking action to celebrate success, remove barriers and solve issues or problems. The City's Economy Scrutiny Committee will be invited to review regular updates on progress.

5.0. Next Steps

- 5.1. Revisions will be made to the strategy to take into account feedback from this committee and the online consultation. An updated draft will then be prepared for consideration by Executive in May/June 2022.

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Work and Skills Strategy 2022-27

January 2022

Foreword

Placeholder for foreword from the Leader and/or Executive Member for Work and Skills.

Introduction to the Work and Skills Strategy

Manchester's Work and Skills Strategy is a strategy for the city. It sets out how we will use learning and employment to meet the Our Manchester Strategy vision of being a more highly skilled city, and how we will help create a more inclusive and low-carbon economy in Manchester where more of our residents are connected to our city's success.

This strategy succeeds the Work and Skills Strategy 2015-2020, building on its success and taking into consideration the significant changes we have experienced in the city since that strategy was produced. While over the life of the previous strategy we have seen gradual improvements in learning and employment outcomes for our residents, the impact of the COVID-19 pandemic has had a profound effect on the labour market and the consequences of this will not be fully understood for some time. However, by the end of 2019 the city benefitted from a more highly skilled and better paid workforce, with a lower rate of residents out of work or claiming out of work benefits when compared to the previous ten years.

While the new strategy inevitably responds to many of the effects of the pandemic, its purpose is not only to help us recover from the impacts of COVID-19, but to continue to drive forward improvements in the lives of our residents, to continue to grow our businesses and to meet our wider aims of becoming a more inclusive, prosperous and zero-carbon city.

Context

City Context

Over the last decade Manchester has continued on our journey towards meeting our ambition of being a "world-class" city by 2025. Compared to 2010 we now have a significantly higher population, a larger workforce and more businesses operating in the city. Our economy has become more diverse, with digital, creative, technology and health-innovation businesses now thriving alongside more traditional sectors, such as financial and professional services. This economic growth, building on the strengths of our existing communities, has helped to attract a younger, more diverse and higher-skilled population.

According to the 2021 State of the City Report:

- Our 2020 population was estimated to be 579,400 with 627,000 forecast for 2025. Our population has grown 31% since 2001.

- International immigration is the main driver of population growth, 18% of city's residents were non-British in 2020.
- Pre-pandemic, employment continued to rise, from 357,000 in 2015 to 410,000 in 2019
- Since 2015 there has been a 38% rise in active enterprises, from 17,045 in 2015 to 23,565 in 2021.

Manchester's high-growth sectors in terms of Gross Value Added (GVA) and number of jobs have remained consistent over recent years. These sectors are:

- Business, financial and professional services
- Cultural, creative, and digital
- Wholesale and retail

In addition to these sectors, we know that there are also significant opportunities for growth in science, health innovation and health technology, advanced manufacturing and construction.

At the same time our economy and labour market are underpinned by what we call the "foundational economy" - the part of the economy that creates and distributes goods and services that are consumed by all, and which can be considered a part of everyday life. These types of roles will continue to make up a significant proportion of the employment opportunities created in the city, and although it is hard to provide an exact figure, we estimate that around half of all jobs are in the foundational economy.

Opportunities

While the changes we have experienced in recent years have not been easy, there are opportunities that we can harness and build upon to create more opportunities for our residents, create more ways to connect our residents to these opportunities and contribute to tackling some of our greatest challenges.

The digitisation of the economy has created more highly skilled and highly paid opportunities as well as giving our residents the chance to work for companies around the country and globally through remote working. Labour shortages in some sectors have resulted in increasing wages and reduced competition for jobs. Investment in Manchester continues to be strong, both in terms of businesses coming to Manchester and creating jobs here, and in terms of our strong capital investment pipeline, particularly in North Manchester and Wythenshawe. Wider changes to skills policy and the skills system provide an opportunity to shape delivery of learning and skills locally.

Ultimately Manchester remains an attractive city in which to live, work, invest or grow a business.

Challenges

Despite our successes the city still experiences some significant challenges. Manchester is at a critical point, due to the combined challenges of the continued impacts of COVID-19, the UK exiting the EU, and the uncertainties in our well-

established international relationships and trade. While wealth inequality existed pre-COVID-19, the pandemic and related economic conditions have exacerbated the issue, further highlighting communities that are not well connected to the city's success.

- 23.8% of employees living in Manchester were paid less than the Real Living Wage in 2020.
- By the end of 2020, 37% of Universal Credit claimants were in work but eligible for benefits.
- COVID-19 has caused the out of work claimant count to nearly double compared to March 2020.
- Key groups of residents in unemployment include young people, graduates, older workers, ethnic minority groups.
- Low-skilled residents are more vulnerable to job losses. Over half of residents with low or no qualifications are unemployed.

Poverty in Manchester is a huge challenge and continues to have a significant impact on the life and outcomes of too many of the city's residents. This challenge is reflected in the number of children living in poverty with the End Child Poverty Coalition estimating that around 46,700 children (42%) in Manchester were living in poverty at the end of March 2020.

We also face the challenge of a changing climate. In 2019 Manchester declared a climate emergency and has set an ambitious target to become a zero-carbon city by 2038. The skills of our residents will play a vital role in meeting this goal and therefore we need to ensure that the supply and demand for these skills are increased over time. We must also ensure that the transition to a zero-carbon economy happens in a way that is just and fair, and to connect our residents to the opportunities that this transition creates.

Inequality is another major problem. We know that there are inequalities in the learning and employment system for many different people, including communities experiencing racial inequalities, older people, women, and people with disabilities. In responding to this challenge, we must make the best use of available intelligence and data to design and target specific interventions as necessary. We cannot assume that people will automatically be connected to opportunities as they are created.

Impact of COVID-19

Manchester has experienced particularly damaging longer-term economic, social and health effects from national and local lockdowns, which will further damage health and widen inequalities. The city is the sixth most deprived Local Authority area in England and consequently many neighbourhoods and communities were less resilient to the economic shock caused by the pandemic compared to other less-deprived areas of the country.

Consequences of the pandemic include:

- strains in public finances, affecting community and environmental conditions

- widening inequalities in attendance and attainment in education and early years
- increasing poverty, debt and income inequality
- rising unemployment, particularly for residents living in communities experiencing racial inequality, poorer neighbourhoods and those working in insecure employment
- deteriorating mental health for all age groups, but particularly for young people
- lack of business growth and an increase in businesses closing, with on average twice the number of business deaths than business births.

Clinical impact:

Inequalities in infection and mortality from COVID-19 in Manchester have been affected by the following factors:

- **Health conditions** – some existing health conditions significantly increase the risk of dying from COVID-19.
- **Deprivation and inequalities** – the more deprived a local authority is the higher the COVID-19 mortality rate has been during the pandemic.
- **Living conditions** – overcrowded living conditions and poor-quality housing are associated with higher risks of mortality from COVID-19. These housing conditions are more common in deprived areas and are inhabited by people from lower incomes.
- **Occupation** – there are clear differences in the mortality risk related to occupations. For example, being in a key worker role, unable to work from home and being near others increases risk. Occupations particularly at risk include security guards, leisure and transport workers and health and social care workers.
- **Ethnic minorities** - mortality from COVID-19 is much higher among many communities experiencing racial inequalities, especially Black residents, than among White groups. Minority ethnic residents are more likely to be affected by the factors identified here.
- **Cumulative risks** - the risks of mortality from COVID-19 are cumulative – being male, older, from a minority ethnic group, having an underlying health condition, working in a higher risk occupation and living in a deprived area with overcrowding have led to much higher rates of COVID-19.

Economic impact:

The scale of the challenge of poverty and unemployment has been further exacerbated in Manchester by the COVID-19 pandemic and its associated lockdowns and restrictions. The claimant count in Manchester (JSA and unemployed UC) increased 104% between March 2020 to March 2021 (from 17,740 to 36,100) and currently stands at 30,510 in August 2021. The initial spike in claimants came in the period March-May 2020 and then stabilised. In Manchester, residents under 25 were initially the most severely economically impacted by COVID-19 however all age groups saw increases and the 25-49 age group is currently the most impacted.

Unemployment increased in wards corresponding to communities experiencing racial inequalities.

Job losses have been greatest in sectors that were most severely impacted by the COVID-19 restrictions and lockdowns including retail, hospitality, accommodation, leisure and tourism and personal care activities. Generally, these are sectors which employ more young people and people from communities experiencing racial inequalities and tend to be lower paid and have a larger number of employees on casual contracts. However, there are now a greater number of jobs in Manchester post-pandemic compared to pre-pandemic, with skills and workforce shortages across the foundational economy.

Overall, poorer residents and residents experiencing racial inequalities were more likely to experience more severe clinical and economic effects of COVID-19.

Strategic and Policy Context

The Our Manchester Strategy 2016 –2025 provides the overall strategic framework for the city and sets the vision for the future of the city that we want to see. As a city-wide strategy, the Work and Skills Strategy directly delivers on most of the Our Manchester Strategy themes and priorities:

- **Thriving and Sustainable** – by supporting development and growth of a vibrant and more inclusive economy, and by ensuring that opportunities created in this economy are fair and of good quality.
- **Highly Skilled** – by ensuring there is support for our young people to be work ready and that there are opportunities for all our residents to learn and develop the skills they need to meet their own goals and ambitions.
- **Progressive and Equitable** – by supporting all our residents to thrive from a skills perspective, and by contributing to improved health and wellbeing by addressing some of the most significant social determinants of health.
- **Liveable and zero-carbon** – by growing the supply of training opportunities that we need to transition to a zero-carbon economy, and by promoting the opportunities this creates for our residents and businesses.
- **Connected** – by growing the supply of training opportunities that enable our residents to access services and employment in an increasingly digitised world.

In addition to its connection to the Our Manchester Strategy, the Work and Skills Strategy directly supports and is supported by other major city-wide, and regional, strategies.

The main strategies supporting the Work and Skills Strategy are:

- **Manchester Digital Strategy 2021-26** – the Digital Strategy will support business growth, employment skills and training in the digital sector specifically.
- **Adult Education and Skills Plan 2016-25** – this plan sets out the actions we will take through Manchester's Adult Education and Skills (MAES) service to

make Manchester the best city in the UK for adult education and skills, with delivery of training and qualifications for our adult residents.

- **GM Transport Strategy and City Centre Transport Strategy to 2040** – these transport strategies will work to provide the transport connections our residents need to access learning and employment opportunities around the city and wider conurbation.

The main strategies that the Work and Skills Strategy will support are:

- **Manchester Climate Change Action Plan** – by supporting development of the skills we need to transition to a zero-carbon economy
- **Our Manchester Disability Plan** – by supporting skills and training opportunities for disabled residents.
- **Manchester’s Cultural Ambition 2016-26** – by increasing routes into employment in creative industries and supporting the conditions for growth of the creative and cultural sector
- **Manchester Inclusion Strategy** – by supporting employer-led careers information advice and guidance for young people and contributing to a reduction in Manchester’s NEET rate.
- **Family Poverty Strategy** – by providing support for people to access employment and better-quality employment as a route out of poverty.
- **Youth Offer** – by providing support for skills and training opportunities for young people, including skills for life.
- **Adult Education and Skills Plan** – by supporting delivery of the plan through connecting our adult education services with employers and labour market information.
- **Manchester: A Great Place to Grow Older** – by supporting skills and training opportunities for older people.
- **Local Industrial Strategy** – supporting development of a more inclusive economy by encouraging growth in good quality and sustainable employment.

Build Back Fairer in Greater Manchester – The Marmot Review

The Marmot report ‘Build Back Fairer in Greater Manchester: Health Equity and Dignified Lives’ highlights how levels of social, environmental and economic inequalities in society are damaging health and wellbeing. It explores how these inequalities have been exposed and magnified by the COVID-19 pandemic and its impacts. It provides a framework for how Greater Manchester can ‘Build Back Fairer’ in the aftermath of the COVID-19 pandemic. The framework calls for health equity to be placed at the heart of governance in Greater Manchester (GM), including resource allocation, and for all policies in the region to be geared towards achieving greater health equity.

The report states that in order to achieve a permanent reduction in health inequalities GM needs to focus on the social determinants of health; those factors outside health care that affect health, of which include:

- income, poverty and debt

- work and unemployment

The Build Back Fairer report summarises that:

- *Being in good work is usually protective of health while poor quality work, stressful jobs, and unemployment, particularly long-term unemployment, contribute significantly to poor health and low wellbeing and increase the risk of mortality. Manchester needs to ensure all jobs are of good quality as efforts to increase employment are introduced after the pandemic. The labour market situation before the pandemic influenced and impacted the labour market during the pandemic.*
- *The impacts of COVID-19 containment measures have fallen the most on low-paid workers and have had significant health and health inequality impacts.*
- *As Manchester's economic challenges become clearer through 2021, it is important that those most at risk of being employed in poor quality work or of being unemployed are supported the most to protect their health as well as livelihoods. This includes younger people, those on low pay and insecure contracts and some workers from ethnic minority groups. Manchester is seeing positive indicators that the economy is recovering and the Council and partners have promoted groups such as long term unemployed or those with health conditions into sectors with vacancies or labour/skill shortages.*

Evidence base

In developing this strategy, we have undertaken research and engagement to build an evidence base to identify and support the priorities and outcomes for the city over the next five years. To date, this evidence base has involved four components: our existing strategic context and wider priorities for the city; making use of the data and intelligence that the Council and partners produce; carrying out desktop research looking at emerging thinking on the labour market, learning and employment; and through carrying out open conversations with our partners and stakeholders. The key messages we have learned, which will be enhanced by (and updated following) further consultation on this draft document in February 2022, are summarised below.

Data and intelligence

Manchester has experienced some improvement in key indicators though still lags averages across England, and success is not evenly distributed spatially or demographically. This strategy will drive better use of data to target interventions and judge progress and success.

COVID-19 has adversely impacted many years of progress and continues to create volatility in the labour market and careers, employability and skills provision. Evidence shows that policy, strategy and activity must be flexible and responsive in tackling COVID-19 impacts.

Desktop Research

Manchester has a strong base from which to build. Investment pipelines and growth is strong in the city and we need to harness this for all residents. The number of jobs in the city grew between the end of 2019 and 2021, with a strong performance by our key growth sectors.

Wider economic trends must be considered, including digitisation and automisation and the importance of foundational economy and gig economy. Labour shortages and unpredictability in the labour market are likely to continue; matching skills with demand through responsive provision is essential.

A particular opportunity for Manchester is with the most innovative parts of our economy, the contribution of our Universities and the wider Corridor Manchester alongside the potential of ID Manchester and our focus on bio-science, technology and digital for future jobs.

Listening and engagement

Work is important to many, but accessibility is an issue for some. There are lots of complex reasons that make accessing learning or employment difficult that the strategy must address through learning, engagement and action. Equality and diversity in access to opportunities is critical. .

Partners recognise the value of data and intelligence, though sharing it in a useful way can be problematic. How opportunities are communicated needs to be improved as the skills system is seen as confusing and hard to navigate by many. There is an opportunity to try new approaches to how we work with data, how we improve connections between learning and work, and how we help residents demonstrate new skills.

There is demand for prioritising core skills and for making better connections between learning and work. The Work and Skills Strategy needs to respond directly to issues around accessibility and equalities. This should form a major theme of future work.

Themes

The Work and Skills Strategy is one of the main city-wide strategies that supports the Our Manchester Strategy. The outcomes that the Work and Skills Strategy will achieve directly connect to each of the five Our Manchester Strategy themes, and for this reason we have used the Our Manchester Strategy themes to structure the priorities, outcomes, and indicators that we will use over the life of this strategy.

A thriving and sustainable city

“We will work to ensure Manchester has a strong, inclusive and innovative economy with diverse growth sectors, where our residents are recognised for their contribution via fair contracts and are paid at least the Real Living Wage.”

Case study - Living Wage Pilot

Anchor institutions are those organisations that are tied to a place through physical assets, relationships or history as well as those that play an important role in a place through being a large employer or purchaser of goods locally. Anchor institutions collectively wield significant influence in the areas in which they are located.

In Manchester we are working with some of our anchor institutions on a pilot project that is aimed at promoting the living wage in Manchester, with the goal of becoming an accredited living wage city. These employers have already committed to paying the living wage to their own workforce and in their own supply chains but are now working to promote the living wage to other employers in their respective sectors. Participating anchors include universities, large private sector companies as well as SMEs, the NHS, voluntary sector and cultural organisations.

As well as promoting payment of the living wage, the pilot project will promote awareness of the living wage amongst our residents, encouraging them to look out for roles that are paid a living wage and offer fair terms and conditions.

Nurturing a diverse and growing private sector is critical in creating the opportunities that our residents need to work and learn. Manchester benefits from a growing and maturing economy that means the city is increasingly seen as leader in sectors that include technology, digital/creative and cyber security. Our young, diverse and increasingly well-educated workforce is a feature of the city's attractiveness for business and investment, and this investment creates more highly skilled and more highly paid employment that has helped our economy to grow and strengthen. Growing our population of talented people remains an important factor in generating sustainable economic growth. Furthermore, innovative businesses in fields such as bioscience and health technology in cluster areas such as the Oxford Road Corridor and around our universities will help drive future growth in new and sustainable industries.

At the same time the impact of technology in sectors such as retail and hospitality, combined with increasing casualisation of workforces in sectors such as parts of health and social care, means that many of our residents find themselves in employment which is low paid, with irregular hours and insecure contracts. Our work must continue to encourage and incentivise good employment practices through our campaign for the real living wage and social value approach while developing progression routes for residents to higher level skills and employment opportunities.

The Work and Skills Strategy will contribute to the delivery of the *Thriving and Sustainable* theme by making sure that Manchester continues to develop and grow an inclusive and innovative economy which creates employment and learning opportunities for all our residents. It seeks to ensure that the opportunities created are of good quality, enabling more people to benefit from the city's growth, and providing a basis from which to drive improving living standards, better health and wellbeing, and reduced inequality. We also recognise the importance of the foundational economy both as a major source of employment and as a sector that underpins the wider economy. While the foundational economy has experienced some positive change over the course of the pandemic, with upwards pressure on

wages and wider conversations about conditions, we need to continue to work to connect these occupations to our wider aspirations on pay and good employment.

It will also seek to maximise the opportunities generated for our residents through the significant investment into our city, as well as strengthening the pathways into those opportunities. This is particularly relevant for communities in North Manchester given the Council's partnership with Far East Consortium (FEC) to deliver 15,000 homes, and for communities in Wythenshawe given the scale of investment in the Airport and Airport Enterprise Zone. As the city centre will remain the major driver of growth in Manchester and will continue to account for the majority of jobs created and sustained, we must also continue to focus on connecting Manchester residents to these opportunities.

Finally, the priorities in this theme are important in helping us to meet our wider ambitions for the city, particularly our commitments to reducing poverty and inequality. The priorities under this theme also contribute to the delivery of recommendations in *Building Back Fairer in Greater Manchester*, specifically in increasing quality of employment.

Our priorities to create a more thriving and sustainable city are to:

1. Develop and grow Manchester's business support ecosystem and promote awareness of the city's business support offer to our business community to enable them to innovate and grow.
2. Influence Manchester's business support ecosystem to support sustainable self-employment and business start-up, as well promoting sustainable models of ownership including co-operatives and social enterprises.
3. Encourage and support employers to offer good quality employment, including secure contracts, predictable hours and to pay at least the Real Living Wage.
4. Work with our partners to develop and deliver specific labour market interventions to connect residents to more highly paid opportunities in growth sectors.
5. Ensure the maximum possible skills and employment benefit from the city's capital and inward investment pipeline.
6. Maximise the skills and employment benefit from place based public and private investment and regeneration in North Manchester, Wythenshawe and other major capital projects.

The outcomes we expect to achieve by meeting these priorities are:

- To become an accredited living wage city
- To increase the proportion of Manchester residents who are paid a Real Living Wage
- To increase the number of active enterprises operating in the city
- To increase the proportion of Manchester residents working in growth sectors

We will use the following indicators to track progress against this theme:

- The number of Manchester residents being paid a real living wage (*Office of National Statistics, Annual Survey of Hours and Earnings, Annual*)

- The change in and number of Active Enterprises (*Office of National Statistics, Business Counts Data, Annual*)
- The number of opportunities created through the city council's capital projects pipeline (*MCC*)
- The number of Manchester businesses signed up to the GM Good Employment Charter, (*GMCA*)

A highly skilled city

"We will ensure that all of Manchester's young people have access to good-quality education, and we will support them to be work-ready"

"We will continue to support all our residents to learn, progress, upskill and retrain so they can access the city's current and future employment opportunities."

Case study – Digital Skills Bootcamps

Government is investing £2.5 billion in the National Skills Fund as part of its Plan for Jobs, and has funded a wide variety of Skills Bootcamps, which offer adults aged 19 and over the opportunity to build up sector-specific skills and fast-track to an interview with a local employer.

Manchester City Council's Work and Skills Team work in partnership with Greater Manchester Combined Authority to support eleven digital bootcamp providers to delivery high quality training that directly connects with employers in a high-growth, highly skilled and highly paid sector.

By designing these sessions so that they are accessible, bootcamp attendance has been far more diverse than is common in the wider sector, with broadly even numbers of males and females participating, and over half of participants experiencing racial inequalities. Of people moving into employment, 78% were previously unemployed and 48% moved into roles starting on at least £25k.

We continue to work with Greater Manchester Combined Authority (GMCA) and Government to shape future inclusive bootcamp provision in the city beyond digital. In future years Bootcamps can be extended and support employment pathways into sectors with growth and shortages such as construction, green skills and logistics.

Making sure that our residents of all ages have the careers advice, skills and qualifications they need to thrive in the labour market is central to improving living standards in Manchester. We know that the level of skills and qualifications needed to gain employment has been rising, and that at the same time many of the jobs created in Manchester's growth sectors also require these higher-level skills. This means that to capture the benefits of the city's growth we need to make sure that we connect our residents who are entering work for the first time, changing career or becoming economically active, to these opportunities and provide a pathway to employment that is easy to navigate.

People have told us that learning and gaining new skills is important to our residents even when this is not directly related to finding employment. For some people, this type of learning can help them improve the quality of their lives by making it easier to

access services, improve their health and wellbeing, or help in their community. Employers also tell us that they value “core skills” those skills such as communication and teamwork that are fundamental to their business but for which there is not a formal qualification route.

We also know that it is of great importance to make sure that our children and young people are connected to the opportunities that living in Manchester presents. For many young people, there is a disconnect between their experience of the city and that of people who have come to Manchester. It is important that they know that the opportunities to learn and work in Manchester are for them, and that we make sure that there are clear routes for them to take advantage of these opportunities.

To make sure that our skills and training system is fit for purpose, we need to make it more responsive to the changing needs of employers and the wider labour market in both the short term to combat instability creating skills shortages (such as hospitality in 2022) and in the medium to longer term to prevent crisis in other sectors (such as health and social care). The city’s education system includes high quality schools, colleges, independent training providers, Universities and adult education institutions. This may require new qualifications and learning pathways including strengthened technical and vocational solutions such as T-Levels. Employer involvement in the development of learning, and more employer led training, including apprenticeships is essential. We also need to create a stronger link between learning and work, ensuring that delivery of training and qualifications by providers is more frequently and routinely linked to vacancies and employment. This will enable Manchester’s economy to be more responsive to the demand from employers especially across our growth sectors. Investment in world class education facilities and system is vital to the city becoming the best city for adult education by 2025 as set out in the Manchester Adult Education and Skills Plan.

The Work and Skills Strategy will contribute to the delivery of the *Highly Skilled* theme by making sure there are good quality learning and training opportunities for all our residents and particularly our young people.

Our priorities to create a highly skilled city are to:

1. Create opportunities for people to learn and demonstrate core skills and entrepreneurship.
2. Ensure all 16 and 17 year olds are in education, employment or training.
3. Increase the supply of vocational learning and the number of young people accessing advanced and higher-level skills provision including T-Levels.
4. Work with employers to understand barriers to employment and ensure careers, skills and employment services actively reduce and remove these barriers.
5. Work with training providers to ensure training meets the demands of the labour market, is of good quality and can respond to changes in the economy.
6. Work with our partners to ensure that local delivery of regional and national labour market interventions (such as work and health programmes) responds to local priorities.

7. Maximise the impact of available government funding (including levelling up fund and shared prosperity fund) on employment and skills outcomes in Manchester.
8. Work with partners to develop, fund and deliver new labour market interventions to address specific needs identified through our ongoing research and engagement work.
9. Strengthen the link between Manchester Universities and post-16 colleges and providers with highly-skilled occupations in the city to connect young people to our growth sectors and retain them in the city.
10. Ensure that good quality careers education, information advice and guidance, supported by labour market intelligence, is available to all Manchester residents and supports them to learn about higher skilled and higher paid employment opportunities
11. Influence the development and delivery of the GM Local Skills Improvement Plan to ensure the best outcomes for Manchester residents.
12. Widen access to learning across Manchester's communities by increasing the availability of learning opportunities outside of formal or traditional settings and engagement methods.

The outcomes we expect to achieve by meeting these priorities are:

- More Manchester residents moving into highly paid and highly skilled careers
- Improved quality of careers education, information, advice and guidance
- Greater range of choice in learning and qualification routes
- Reduce the number of people with no or low qualifications and increase the number of people with higher level qualifications
- Fewer businesses citing skills needs as a barrier to growth
- Reduction in residents claiming Universal Credit In-Work Benefit
- Reduce the NEET rate
- Increase graduate retention
- Increase the take up of technical and vocational education

We will use the following indicators to track progress against this theme:

- The % resident working age population (aged 16 to 64) with zero qualifications (*Annual*)
- The percentage of working age residents with qualifications at level 4+
- The number of Manchester residents starting technical and vocational education in Manchester (*Constit & LA, Annual*)
- The number of residents claiming Universal Credit in work benefit, (*ONS, Quarterly*)
- The number of schools achieving the Gatsby Benchmarks
- The graduate retention rate, (*HESA Graduate Outcomes Survey, Annual*)

A progressive and equitable city

“We will strive to create a truly equal and inclusive city, where everyone can thrive at all stages of their life, and quickly and easily reach support to get back on track when needed.”

“We will improve physical and mental health outcomes and ensure good access to integrated health and care services across the city.”

Case study - The Factory

Manchester is home to The Factory, a venue for creativity and the arts, in the heart of the city. The Factory presents bold new work by the world’s most exciting artists – and is also home to The Factory Academy, which helps people from all backgrounds to start new careers in the creative industries.

Working in partnership with cultural organisations across the city, The Factory Academy is a skills and training programme that offers a variety of training opportunities including paid internships, training academies and work experience programmes. Its aim is to help build the next generation of technicians, producers and other creative talent that will bring the future alive - creating a highly skilled city via opportunities for all.

“The access and the resources that The Factory Academy gives to be able to apply for these jobs is just so important. There was nothing else that I had on my resume that could even get me close to a job like this.” Broadcast and Film Production Academy Trainee

One of our biggest challenges is to tackle some of the deep inequalities that exist in our city. While Manchester was already a place that experienced deep inequality, with significant differences across the city in income, employment, health and wellbeing outcomes, the COVID-19 pandemic has served to make these disparities even more pronounced.

To tackle these inequalities, we need to be more focused in identifying exactly where they exist and understanding who is affected so we can better target interventions accordingly. We must also make sure that we don’t generalise the people and communities affected, but use language that accurately describes who they are, and understand why an inequality exists.

Alongside inequality we know that health and wellbeing outcomes in Manchester are significantly below national averages and that there is a large disparity between our healthiest and least healthy residents. In his report *Building Back Fairer in Greater Manchester*, Professor Sir Michael Marmot made several recommendations for improving health outcomes in Manchester. The report recognises the importance of employment and employers in improving health outcomes, and the Work and Skills Strategy will directly contribute to improving health outcomes by improving employment outcomes, particularly through quality employment.

In tackling these issues, we need to make sure that we and our partners use our collective influence to promote good practice and create learning and work opportunities for all Manchester residents equally. We also need to take advantage

of the significant investment in Manchester, harnessing this and making sure that it benefits the people who call the city home. We can do this by using our statutory powers and influence to maximise the social value generated by investment in the city.

The Work and Skills Strategy will contribute to the delivery of the *Progressive and Equitable* theme by making sure that opportunities are of good quality and are available to all.

Our priorities to create a progressive and equitable city are to:

1. Use data and intelligence to identify residents most in need of learning and employment support, and design and target interventions accordingly.
2. Pro-actively work to reduce and remove the barriers that some people and communities face when accessing learning and employment.
3. Contribute to the implementation of the recommendations set out in *Building Back Fairer for Greater Manchester*.
4. Work with employers to adopt and promote flexible recruitment and working practices that make employment accessible to more of our residents.
5. Develop routes for residents and employers to access finance to pay for training and qualifications where lack of funding is a barrier to participation.
6. Use social value to connect learning and employment opportunities, created through supply chains and investment in Manchester, to the people and communities who will benefit most, particularly those experiencing inequalities.
7. Work collectively to make sure more employers consider social value in their own practices.

The outcomes we expect to achieve by meeting these priorities are:

- Improved health and wellbeing of residents
- Reduced inequalities in access to skills and employment opportunities
- Increased volume of learning and employment opportunities through social value
- Reduced number of working age residents dependent on out of work benefits.

We will use the following indicators to track progress against this theme:

- Health related out of work benefit claimants as a % of Working Age Population (*ONS, Quarterly*)
- The number of residents claiming Universal Credit & JSA out of work benefit, (*ONS, Quarterly*)
- New indicators for this theme will be developed with Performance, Research and Intelligence as part of the consultation process.

A liveable and zero-carbon city

“We will achieve our zero-carbon ambition by 2038 at the latest via green growth, sustainable design, low- carbon energy, retrofitting buildings, green infrastructure, and increasing climate resilience.”

Case study - One MCR

One Manchester has been awarded community renewal funding to deliver an innovative project that will create 125 supported green jobs in sustainability, retrofit, construction, environmental management, recycling and reuse, renewable energy, and electric vehicles focused in North Manchester.

This project provides an opportunity for employers in Manchester to create and test new job roles relevant to the green economy. Businesses will develop new role descriptions to be considered for funding, and recruitment will be targeted to Manchester residents who are unemployed and who face barriers to employment. These new jobs will be funded for up to six months and will be paid a Real Living Wage.

Individuals recruited to these roles will benefit from a Green Employment Coach who can provide employment support, coaching, and referral into further training offers. All employees will also receive carbon literacy training.

A Green Employment and Skills Partnership will bring together a group of Manchester-based social enterprises, offering employment and skills development in relation to green jobs, creating a vehicle to support collaboration, innovation and growth. Programmes delivering and driving green skill provision and employment will be encouraged and supported across the city to boost our efforts to meet our zero carbon ambitions.

Manchester has an ambitious target to become zero-carbon by 2038, 12 years ahead of the Government's target for the UK of 2050. Manchester's Climate Change Action Plan 2020-25 sits alongside a city-wide Climate Change Framework produced by Manchester Climate Change Partnership. The Framework sets out what Manchester collectively needs to do to 'play its full part in limiting the effects of climate change', whereas the Climate Change Action Plan will be delivered by the Council.

The Climate Change Framework includes two actions relevant to the Work and Skills Strategy:

1. Embed climate change throughout the city's education and training system to help Manchester become a Carbon Literate city.
2. As we invest in infrastructure to become a zero-carbon city, we need a proportionate investment in the skills sector to ensure that our education and training providers can respond. In particular, we need to develop the 'green skills' the city needs to deliver the projects and programmes planned for 2020-25 and to prepare for further initiatives from 2026.

The Our Manchester Local Industrial strategy 2020 *Developing a More Inclusive Economy* recognises that the city's economic success must be built on clean growth, green innovation and the development of green skills. It sets out our commitment to create good green jobs, to support socially responsible businesses to thrive, to secure investment for zero carbon and climate-resilient infrastructure, and to

establish the products, services and business models that support our transition to net zero.

Making sure that the city's workforce has the necessary skills to make this transition in a way which is fair and equitable is crucial to helping us meet this goal. The Work and Skills Strategy will play a role in the delivery of this element of the Climate Change Framework and ensure that we have a work and skills system in Manchester that supports the city to meet its 2038 zero-carbon target.

It is important that Manchester understands the skill gaps that will emerge within the low-carbon sector and that it capitalises on the opportunities for reskilling the workforce. Work is underway on the development of a zero-carbon skills framework to understand the skill needs and level for each sector. These include:

- **Retrofitting buildings** – requiring construction related skills and technological advancements
- **Low-carbon heating** – understanding the skills needed to meet increasing demand for the design, specification, installation, and ongoing maintenance of heat pumps
- **Low-carbon transport** – skill requirements in the ongoing maintenance of electric vehicles
- **Consultancies and financial services** - requiring the highly skilled to ensure service-sector organisations can respond to emerging opportunities

We know that one of the main barriers to delivering the right training and qualifications at scale is a lack of demand for training from employers and residents. While we know some of the steps that need to be taken to transition to a zero-carbon economy, many of these steps must be driven by demand. Using the example of housing, we know that to drastically cut carbon emissions in Manchester we must make our housing stock much more energy efficient, and that to do this at scale will require a large volume of skills and expertise. However, without significant incentives or regulatory change, we must look at other ways to create demand using the assets that we have available to us.

This will require close cross working with partners and stakeholders who have the means to drive demand, connecting them with training providers, and marketing the opportunities created to Manchester residents and businesses.

Our priorities to support a liveable and zero-carbon city are to:

1. Use our collective influence and spending power to create demand for green skills such as in retrofit and construction, maintenance of green infrastructure, green energy and biodiversity.
2. Support and enhance ongoing carbon literacy and communications with businesses, schools, colleges and other learning and training providers.
3. Use research and intelligence to ensure that information about future job opportunities in the zero-carbon economy is included in labour market information and guidance that is shared with schools, colleges and other learning and training providers.

4. Develop and deliver a green skills action plan for the city that will ensure businesses and residents are supported with the skills needed to deliver the net-zero agenda.
5. Work with training providers and employers to plan for and build capacity for identified future skills needs.

The outcomes we expect to achieve by meeting these priorities are:

- Increased carbon literacy amongst Manchester's young people, residents and businesses
- Increase the volume of learning and training to support transition to a zero-carbon economy
- Reduced carbon emissions
- Increase the commissioned provision providing green skills training in Manchester

Indicators for this theme are less available than other themes, and data relating to green skills is not routinely collated and published by statistical agencies at a frequency that allows us to track progress. Historically, we have commissioned bespoke research work to gather this information at a local level. For Example, the Office for National Statistics produces two different estimates of "green jobs" and they indicate that the term "green job" has no one particular meaning. This is a complex area and ONS highlight the challenges of obtaining data under the various definitions. We will continue to work with colleagues at GMCA, MCCA and others to develop new sources of information, intelligence and explore use of proxy indicators.

We will use the following indicators to track progress against this theme:

- The number of people who have completed carbon literacy training in Manchester (*MCC*)
- Spend in GM on commissioned Green Skills Provision (*MCC, bespoke, CRF, AEB*)

A connected city

“We will become a digitally inclusive city, with better digital infrastructure, access to digital technology and strong digital skills.”

Case Study – Digital Inclusion

Digital exclusion exists where a person lacks one or more of the following: skills, access to the internet, confidence to use the internet or motivation to use the internet. In 2019 and estimated 27,000 adults in Manchester were digitally excluded, though we suspect the number is much higher.

The Council needed to support community organisations to help more residents be confident regular online users. There are already many organisations supporting digital, including libraries, Manchester Adult Education Service, Citizens Advice, housing associations and local community organisations. The Work and Skills team

and Libraries set up a Digital Inclusion Working Group to work together to develop approaches to increasing the number of residents who are online.

The working group identified motivation as being a challenging barrier to residents engaging with digital and commissioned work to promote positive stories of how 'being digital' has enhanced the lives of individual residents. The group has also identified lack of internet access at home as a barrier to being a confident online user.

Members of the Digital Inclusion Working Group have come together to resource a digital-support service managed by libraries. Support has been given on things such as how to turn on a device, making video calls, doing online supermarket shopping, and accessing health information. This Our Manchester approach has proved effective in positively tackling the digital divide in Manchester to develop a Connected City.

The role of digital skills has become ever more important in almost all jobs and in almost all sectors. Entry level digital skills are required for jobs that traditionally may not have required any use of technology at all, while those roles that require advanced digital skills are some of the most highly skilled and highly paid roles available in the city today.

As well as being an important skillset to gain employment, digital skills are also increasingly important in navigating day-to-day life, such as accessing online services from the Council or a bank, to ordering prescriptions online or booking a session at one of our leisure centres. Digital skills are also becoming more important in the process of finding and applying for learning and employment opportunities, with the wide range of online services now available acting as both a useful tool but also a barrier for some of our residents.

In 2021 Manchester adopted a new Digital Strategy which sets the vision for Manchester's digital future. One of the Digital Strategy's four themes is *Smart People*, which aims to:

- Ensure that Manchester residents of all ages can gain and sustain the skills, aspirations and confidence to fully participate in the digital world.
- Aid mainstream education in building its capacity to ensure all young people are equipped with the skills to take advantage of the opportunities that the growing and diverse digital sector in the city presents.
- Create new routes into higher level, high value jobs and entrepreneurship.
- Ensure that digital businesses have access to the talent and skills needed; providing the basis for Manchester to become an inclusive, diverse, successful and ethical smart city.

The Digital Strategy will be supported by a delivery plan which will be implemented by a small team of officers and overseen through a Digital Strategy Governance Board.

Transport is also a key issue for residents accessing learning and employment opportunities. We know that lack of good quality public transport and the cost of

transport can be a barrier for many, particularly in the north of the city. The Greater Manchester Transport Strategy and Manchester City Centre Transport Strategy provide the overall framework for transport in the city and city region, and both recognise the importance of connecting residents to opportunities. Re-regulation of the bus network also provides an important opportunity to influence future bus networks to make them work better in connecting people to learning and work. Therefore, while improving access to transport is beyond the scope of the Work and Skills Strategy, it will be important to influence transport policy from a skills perspective.

Given the strong strategic framework established by the Digital Strategy, the role of the Work and Skills Strategy in the *Connected City* theme is to support and enhance delivery of the Digital Strategy.

Our priorities in the *Connected City Theme* are to:

1. Support the delivery of the priorities set out in the Manchester Digital Strategy to ensure that residents have the digital skills they need to find and access learning and employment opportunities, especially highly skilled opportunities that meet the needs of the digital sector in the city.
2. Work closely with partners delivering the Manchester Digital Strategy, and the Digital Inclusion Team, to ensure that residents have access to the devices and networks they need to get online.
3. Connect Manchester's VCSE organisations and Work Clubs to our Digital Strategy and Digital Inclusion Teams to improve digital skills amongst priority groups, particularly the over 50s.
4. Encourage greater use of remote working to make opportunities more accessible to our residents.
5. Ensure that basic digital skill support is provided as standard by services providing employment support.
6. Influence transport policy in Manchester and use the opportunity of the re-regulation of bus services in Greater Manchester, to ensure that residents are connected to opportunities through public transport and good quality active travel options.

The outcomes we expect to achieve by meeting these priorities are:

- More residents have access to the devices and networks that they need to get online
- More residents have the confidence to use digital skills to find and access learning and employment opportunities.
- More residents accessing learning to enhance digital skills at all levels, from wherever they are and using a device which suits them

We will use the following indicators to track progress against this theme:

- Manchester Digital Device Scheme and Skills Support Data, (*Manchester City Council, Monthly*)
- Digital Exclusion Index (*MCC*)

Delivering the Work and Skills Strategy

Governance

Delivery of the Work and Skills Strategy will be overseen by the Work and Skills Board. The Work and Skills Board is made up of strategic partners that are responsible for learning and work outcomes in Manchester, with the expertise and influence necessary to ensure that the strategy is a success. The Work and Skills Board will review progress against the agreed priorities, outcomes and indicators on a periodic basis, taking action to celebrate success, remove barriers and solve issues or problems. The City's Economy Scrutiny Committee will be invited to review regular updates on progress.

At a more strategic level the Work and Skills Strategy will be monitored through its connection to the Our Manchester Strategy, and through reporting by exception to the Our Manchester Forum and Our Manchester Investment Board.

Once the strategy has been adopted, the Work and Skills Board, working with Council officers, will develop a full delivery plan to implement the identified priorities. The delivery plan will be monitored quarterly and reviewed annually to ensure that it remains responsive to changing labour market and wider economic circumstances. This delivery plan will contain the detailed actions and outputs that guide the day-to-day work of the Work and Skills Team, colleagues and partners in other learning and employment organisations in Manchester.

The delivery plan will make up a significant proportion of the Council's Work and Skills Team Service Plan, with other actions and deliverables taken forward by our partners and stakeholders.

Our Priorities in delivering and governing the strategy include:

- Creation of a detailed annual delivery plan that sets actions and milestones for delivery of the strategy.
- Creation of an index of the indicators identified in this strategy to track progress and act accordingly.
- Maintain a productive partnership of stakeholders.
- Working to align Work and Skills Strategy priorities to emerging funding opportunities created by central government and other funding agencies.

Partnerships

As a city-wide strategy, successful delivery of the Work and Skills Strategy will rely on joint work with our partners and stakeholders across the city. A significant part of our work will be to manage these relationships and ensure that people and organisations are joined up and are working collaboratively to achieve our priorities.

Our main partners are:

- Learning and training providers, including schools, colleges and universities, apprenticeship providers, un-accredited providers, registered housing

providers, and other accredited providers of qualifications such as community-based learning institutions.

- Employers, including Manchester's anchor institutions, employers in our growth sectors, the foundational economy and within our and our partners' supply chains.
- Voluntary and Community Sector, including organisations that support our residents towards and into learning and employment and organisations that work specifically with people experiencing inequalities.

The Council's Work and Skills Team will lead on managing this network of relationships and providing opportunities for partners to connect, share best practice and remove barriers. At a strategic and senior level, the Manchester Work and Skills Board is made up of senior representatives of the organisations listed.

Appendix 1 – Priorities, outcomes and indicators

This appendix presents the strategy's priorities, outcomes and indicators without the accompanying text.

Thriving and Sustainable City Priorities

1. Develop and grow Manchester's business support ecosystem and promote awareness of the city's business support offer to our business community to enable them to innovate and grow.
2. Influence Manchester's business support ecosystem to support sustainable self-employment and business start-up, as well promoting sustainable models of ownership including co-operatives and social enterprises.
3. Encourage and support employers to offer good quality employment, including secure contracts, predictable hours and to pay at least the Real Living Wage.
4. Work with our partners to develop and deliver specific labour market interventions to connect residents to more highly paid opportunities in growth sectors.
5. Ensure the maximum possible skills and employment benefit from the city's capital and inward investment pipeline.
6. Maximise the skills and employment benefit from place based public and private investment and regeneration in North Manchester, Wythenshawe and other major capital projects.

Thriving and Sustainable City Outcomes

- To become an accredited living wage city
- To increase the proportion of Manchester residents who are paid a Real Living Wage
- To increase the number of active enterprises operating in the city
- To increase the proportion of Manchester residents working in growth sectors

Thriving and Sustainable City Indicators

- The number of Manchester residents being paid a real living wage (*Office of National Statistics, Annual Survey of Hours and Earnings, Annual*)
- The change in and number of Active Enterprises (*Office of National Statistics, Business Counts Data, Annual*)
- The number of opportunities created through the city council's capital projects pipeline (*MCC*)
- The number of Manchester businesses signed up to the GM Good Employment Charter, (*GMCA*)

Highly Skilled Priorities

1. Create opportunities for people to learn and demonstrate core skills and entrepreneurship.
2. Ensure all 16 and 17 year olds are in education, employment or training.

3. Increase the supply of vocational learning and the number of young people accessing advanced and higher-level skills provision including T-Levels.
4. Work with employers to understand barriers to employment and ensure careers, skills and employment services actively reduce and remove these barriers.
5. Work with training providers to ensure training meets the demands of the labour market, is of good quality and can respond to changes in the economy.
6. Work with our partners to ensure that local delivery of regional and national labour market interventions (such as work and health programmes) responds to local priorities.
7. Maximise the impact of available government funding (including levelling up fund and shared prosperity fund) on employment and skills outcomes in Manchester.
8. Work with partners to develop, fund and deliver new labour market interventions to address specific needs identified through our ongoing research and engagement work.
9. Strengthen the link between Manchester Universities and post-16 colleges and providers with highly-skilled occupations in the city to connect young people to our growth sectors and retain them in the city.
10. Ensure that good quality careers education, information advice and guidance, supported by labour market intelligence, is available to all Manchester residents and supports them to learn about higher skilled and higher paid employment opportunities
11. Influence the development and delivery of the GM Local Skills Improvement Plan to ensure the best outcomes for Manchester residents.
12. Widen access to learning across Manchester's communities by increasing the availability of learning opportunities outside of formal or traditional settings and engagement methods.

Highly Skilled Outcomes

- More Manchester residents moving into highly paid and highly skilled careers
- Improved quality of careers education, information, advice and guidance
- Greater range of choice in learning and qualification routes
- Reduce the number of people with no or low qualifications and increase the number of people with higher level qualifications
- Fewer businesses citing skills needs as a barrier to growth
- Reduction in residents claiming Universal Credit In-Work Benefit
- Reduce the NEET rate
- Increase graduate retention
- Increase the take up of technical and vocational education

Highly Skilled Indicators

- The % resident working age population (aged 16 to 64) with zero qualifications (*Annual*)
- The percentage of working age residents with qualifications at level 4+

- The number of Manchester residents starting technical and vocational education in Manchester (*Constit & LA, Annual*)
- The number of residents claiming Universal Credit in work benefit, (*ONS, Quarterly*)
- The number of schools achieving the Gatsby Benchmarks
- The graduate retention rate, (*HESA Graduate Outcomes Survey, Annual*)

Progressive and Equitable Priorities

1. Use data and intelligence to identify residents most in need of learning and employment support, and design and target interventions accordingly.
2. Pro-actively work to reduce and remove the barriers that some people and communities face when accessing learning and employment.
3. Contribute to the implementation of the recommendations set out in *Building Back Fairer for Greater Manchester*.
4. Work with employers to adopt and promote flexible recruitment and working practices that make employment accessible to more of our residents.
5. Develop routes for residents and employers to access finance to pay for training and qualifications where lack of funding is a barrier to participation.
6. Use social value to connect learning and employment opportunities, created through supply chains and investment in Manchester, to the people and communities who will benefit most, particularly those experiencing inequalities.
7. Work collectively to make sure more employers consider social value in their own practices.

Progressive and Equitable Outcomes

- Improved health and wellbeing of residents
- Reduced inequalities in access to skills and employment opportunities
- Increased volume of learning and employment opportunities through social value
- Reduced number of working age residents dependent on out of work benefits.

Progressive and Equitable Indicators

- Health related out of work benefit claimants as a % of Working Age Population (*ONS, Quarterly*)
- New indicators for this theme will be developed with Performance, Research and Intelligence as part of the consultation process.
- The number of residents claiming Universal Credit & JSA out of work benefit, (*ONS, Quarterly*)

Liveable and Zero-Carbon Priorities

1. Use our collective influence and spending power to create demand for green skills such as in retrofit and construction, maintenance of green infrastructure, green energy and biodiversity.

2. Support and enhance ongoing carbon literacy and communications with businesses, schools, colleges and other learning and training providers.
3. Use research and intelligence to ensure that information about future job opportunities in the zero-carbon economy is included in labour market information and guidance that is shared with schools, colleges and other learning and training providers.
4. Develop and deliver a green skills action plan for the city that will ensure businesses and residents are supported with the skills needed to deliver the net-zero agenda.
5. Work with training providers and employers to plan for and build capacity for identified future skills needs.

Liveable and Zero-Carbon Outcomes

- Increased carbon literacy amongst Manchester's young people, residents and businesses
- Increase the volume of learning and training to support transition to a zero-carbon economy
- Reduced carbon emissions
- Increase the commissioned provision providing green skills training in Manchester

Liveable and Zero-Carbon Indicators

- The number of people who have completed carbon literacy training in Manchester (*MCC*)
- Spend in GM on commissioned Green Skills Provision (*MCC, bespoke, CRF, AEB*)

Connected Priorities

1. Support the delivery of the priorities set out in the Manchester Digital Strategy to ensure that residents have the digital skills they need to find and access learning and employment opportunities, especially highly skilled opportunities that meet the needs of the digital sector in the city.
2. Work closely with partners delivering the Manchester Digital Strategy, and the Digital Inclusion Team, to ensure that residents have access to the devices and networks they need to get online.
3. Connect Manchester's VCSE organisations and Work Clubs to our Digital Strategy and Digital Inclusion Teams to improve digital skills amongst priority groups, particularly the over 50s.
4. Encourage greater use of remote working to make opportunities more accessible to our residents.
5. Ensure that basic digital skill support is provided as standard by services providing employment support.
6. Influence transport policy in Manchester and use the opportunity of the re-regulation of bus services in Greater Manchester, to ensure that residents are connected to opportunities through public transport and good quality active travel options.

Connected Outcomes

- More residents have access to the devices and networks that they need to get online
- More residents have the confidence to use digital skills to find and access learning and employment opportunities.
- More residents accessing learning to enhance digital skills at all levels, from wherever they are and using a device which suits them

Connected Indicators

- Manchester Digital Device Scheme and Skills Support Data, (*Manchester City Council, Monthly*)
- Digital Exclusion Index (*MCC*)

Appendix 2 – Consultation and Engagement

Organisations/networks consulted:

3dgbire
 4CT
 50+ Employment and Skills Support Group
 Ada National College for Digital Skills
 Barlow Moor Community Association
 Bassajamba CIC
 BMCA Work Club
 Business Growth Hub/Growth Company
 BuzzStart Academy
 Central Employment and Skills group
 Creative & Cultural Skills
 Crosslee Community Primary school
 DryWave Events CIC
 Early Help
 eLearning Plus
 Faithful+Gould
 Finding Nyah
 First Asian Support Trust
 Freshrb C.I.C.
 Gaydio
 Gorton Community Women's Art Group
 Graduates for Greater Manchester Steering Group
 Greater Manchester Learning Provider Network
 Greater Manchester Youth Network
 hAb
 HellermannTyton Ltd
 Jigsaw Homes Group Job Centre Plus
 King David High School
 Laing O'Rourke
 MAES Learners
 Manchester Construction Skills Network
 Manchester Food Board
 Manchester Health and Care Commissioning
 Manchester Hospital School
 Manchester International Festival
 Manchester Metropolitan University
 Manchester Museum
 Manchester University NHS Foundation Trust
 MSV Housing
 National Football Museum
 NEET Partners Group
 North Employment and Skills Group
 North Manchester Community partnership

Our Futures
People's History Museum
Race Equality Network (Internal MCC staff group)
Reform Radio CIC
Residents in Manchester
RNCM
Royal Exchange Theatre
Seetec Plus
SENDCode CIC
Skills Builder Partnership
Skillsshop - Trafford College group
SMEN (South Manchester Enterprise Network)
Southway Housing
Southway Housing Trust
St. Matthew's RC High, Moston
The Job Gym (Mantra Learning)
Ubuntu HR Ltd
Volition
White Rose Beauty Colleges
Working Well Integration Board
Wythenshawe Community Housing Group
Yes Manchester CIO
Young Manchester
Youth Employment Group

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Work & Skills Strategy

Economy Scrutiny February 2022

Gavin White

Exec Member for Housing and Employment

Angela Harrington

Director of Inclusive Economy



Introduction

Today we will cover:

- Summary and context of the Work and Skills Strategy refresh in Manchester
- Overview of the research and initial consultation
- Recommendation: Members are recommended to consider, comment on and endorse the draft strategy

Principles of the refresh

The refreshed strategy will:

- Be developed with stakeholders across the city.
- Be Manchester specific, building on our strengths.
- Provide an overarching ambition for work and skills across the whole city, not just for the City Council.
- Be informed by evidence from recent engagement such as the Our Manchester reset.
- Retain the focus from the previous strategy on:
 - connecting Manchester residents to skills, training and employment opportunities, and
 - connecting Manchester businesses to services that help them thrive and grow.
- Increase the focus on inequality, inclusion and zero carbon.
- Be flexible enough to respond to significant economic uncertainty and changing government priorities.
- Look to influence and maximise opportunities from central government and devolved programmes.
- Be overseen by the Manchester Work and Skills Board.
- Run alongside - and contribute to the delivery of – the refreshed Our Manchester Strategy, to 2026.

Context of the refresh

Manchester's Work and Skills Strategy 2016-21 was developed alongside the original Our Manchester Strategy, with the following vision:

To develop a work and skills system which meets the growth needs of all businesses and enables residents from all backgrounds to obtain the skills and attributes employers require.

New and existing businesses will benefit from a growing pool of local talent, while residents will be much better equipped to compete within the local labour market.

Increasing numbers of residents will be able to access sustainable and healthy work with opportunities for in-work progression, resulting in a fairer and more equal city.

A refresh is now required to build on the success of the previous strategy and consider the changes, challenges and opportunities that have arisen, such as the impact of Covid-19, digitization, Brexit, the current labour market and the climate emergency.

This offers the opportunity to more effectively target the city's work to develop a more inclusive economy and address the disconnections felt by many to the city's economic success, whilst driving the benefits that can be derived from our most resilient and growing sectors.



Data and GM Labour Market Context

- COVID-19 has been the most significant labour market event since the financial crisis of 2008.
- The full impact of this event will not be known for some time, however we are starting to see trends in the data.
- It is difficult and perhaps unhelpful to draw strong conclusions at this time, especially given the potential impact of the Omicron variant.
- November 2021 ONS data suggests a continuation of the improving labour market situation. The ending of the furlough scheme in September did not trigger a large rise in job losses.

The only conclusions that can be made at this point in time are that significant disruption and uncertainty will continue.

Therefore it is proposed that the W&S Strategy is kept deliberately high-level, but is supported by a delivery plan that is updated on a quarterly basis and which can respond to changing conditions, under the framework established by the wider strategy.

Research and engagement approach

Mixed methods approach

- Analysis of existing strategy and current data and statistics.
- Analysis of previous recent engagement with residents.
- Online and in person conversations with stakeholders.
- Open ended approach undertaken before initial draft produced and before priorities identified.
- 56 conversations with partner organisations – learning providers, employers and VCS organisations.
- 18 group conversations – focus group style held with service users in work clubs, MAES, network meetings etc.
- 11 conversations with individuals – individual residents and other stakeholders.



Conclusions from research and engagement

- Governance arrangements will need to be strong and clear to ensure work between major city-wide themes is not siloed.
- Good links and working relationships between stakeholders working on linked strategies will need to be formed and maintained.
- There is an opportunity to make better use of existing data to judge progress and success, to target interventions to more specific groups or areas, and to improve connections between learning and work.
- There is an opportunity to set a target on some indicators on the direction of travel. Rather than absolute targets this could be to close a gap with an average (e.g. Core Cities).
- We can harness our strengths but we need to make better use of these strengths in capturing the benefits of our own growth for residents.
- The impact of COVID and continued uncertainty, particularly around the changing labour market, means the strategy will need to be high level. An additional action or delivery plan, operating on a shorter timescale, will enable the strategy to be responsive to change.
- The strategy needs to respond directly to issues around accessibility and equalities; this should form a major theme of future work.
- Communication and engagement should be addressed directly; a good stakeholder network exists to support with this.



Work and Skills Strategy Structure

The outcomes that the Work and Skills Strategy will achieve directly connect to each of the five Our Manchester Strategy themes, and for this reason we have used the Our Manchester Strategy themes to structure the priorities, outcomes, and indicators that we will use over the life of this strategy.

Thriving and Sustainable

“We will work to ensure Manchester has a strong, inclusive and innovative economy with diverse growth sectors, where our residents are recognised for their contribution via fair contracts and are paid at least the Real Living Wage.”

Highly Skilled

“We will ensure that all of Manchester’s young people have access to good- quality education, and we will support them to be work-ready”
“We will continue to support all our residents to learn, progress, upskill and retrain so they can access the city’s current and future employment opportunities.”

Progressive and Equitable

“We will strive to create a truly equal and inclusive city, where everyone can thrive at all stages of their life, and quickly and easily reach support to get back on track when needed.”

“We will improve physical and mental health outcomes and ensure good access to integrated health and care services across the city.”

Liveable and Zero Carbon

“We will achieve our zero-carbon ambition by 2038 at the latest via green growth, sustainable design, low- carbon energy, retrofitting buildings, green infrastructure, and increasing climate resilience.”

A Connected City

“We will become a digitally inclusive city, with better digital infrastructure, access to digital technology and strong digital skills.”



A thriving and sustainable city

Priorities	Outcomes	Indicators
<ol style="list-style-type: none"> 1. Develop and grow Manchester's business support ecosystem and promote awareness of the city's business support offer to our business community to enable them to innovate and grow. 2. Influence Manchester's business support ecosystem to support sustainable self-employment and business start-up, as well promoting sustainable models of ownership including co-operatives and social enterprises. 3. Encourage and support employers to offer good quality employment, including secure contracts, predictable hours and to pay at least the Real Living Wage. 4. Work with our partners to develop and deliver specific labour market interventions to connect residents to more highly paid opportunities in growth sectors. 5. Ensure the maximum possible skills and employment benefit from the city's capital and inward investment pipeline. 6. Maximise the skills and employment benefit from place based public and private investment and regeneration in North Manchester, Wythenshawe and other major capital projects. 	<ul style="list-style-type: none"> • To become an accredited living wage city • To increase the proportion of Manchester residents who are paid a Real Living Wage • To increase the number of active enterprises operating in the city • To increase the proportion of Manchester residents working in growth sectors 	<ul style="list-style-type: none"> • The number of Manchester residents being paid a real living wage (<i>Office of National Statistics, Annual Survey of Hours and Earnings, Annual</i>) • The change in and number of Active Enterprises (<i>Office of National Statistics, Business Counts Data, Annual</i>) • The number of opportunities created through the city council's capital projects pipeline (<i>MCC</i>) • The number of Manchester businesses signed up to the GM Good Employment Charter, (<i>GMCA</i>)



A highly skilled city

Priorities	Outcomes	Indicators
<ol style="list-style-type: none"> 1. Create opportunities for people to learn and demonstrate core skills and entrepreneurship. 2. Ensure all 16 and 17 year olds are in education, employment or training. 3. Increase the supply of vocational learning and the number of young people accessing advanced and higher-level skills provision including T-Levels. 4. Work with employers to understand barriers to employment and ensure careers, skills and employment services actively reduce and remove these barriers. 5. Work with training providers to ensure training meets the demands of the labour market, is of good quality and can respond to changes in the economy. 6. Maximise the impact of available government funding (including levelling up fund and shared prosperity fund) on employment and skills outcomes in Manchester. 7. Work with partners to develop, fund and deliver new labour market interventions to address specific needs identified through our ongoing research and engagement work. 8. Strengthen the link between Manchester Universities and post-16 colleges and providers with highly-skilled occupations in the city to connect young people to our growth sectors and retain them in the city. 9. Ensure that good quality careers education, information advice and guidance, supported by labour market intelligence, is available to all Manchester residents and supports them to learn about higher skilled and higher paid employment opportunities 10. Influence the development and delivery of the GM Local Skills Improvement Plan to ensure the best outcomes for Manchester residents. 11. Widen access to learning across Manchester’s communities by increasing the availability of learning opportunities outside of formal or traditional settings and engagement methods. 	<ul style="list-style-type: none"> • More Manchester residents moving into highly paid and highly skilled careers • Improved quality of careers education, information, advice and guidance • Greater range of choice in learning and qualification routes • Reduce the number of people with no or low qualifications and increase the number of people with higher level qualifications • Fewer businesses citing skills needs as a barrier to growth • Reduction in residents claiming Universal Credit In-Work Benefit • Reduce the NEET rate • Increase graduate retention • Increase the take up of technical and vocational education 	<ul style="list-style-type: none"> • The % resident working age population (aged 16 to 64) with zero qualifications (<i>Annual</i>) • The percentage of working age residents with qualifications at level 4+ • The number of Manchester residents starting technical and vocational education in Manchester (<i>Constit & LA, Annual</i>) • The number of residents claiming Universal Credit in work benefit, (<i>ONS, Quarterly</i>) • The number of schools achieving the Gatsby Benchmarks • The graduate retention rate, (<i>HESA Graduate Outcomes Survey, Annual</i>)



A progressive and equitable city

Priorities	Outcomes	Indicators
<ol style="list-style-type: none"> 1. Use data and intelligence to identify residents most in need of learning and employment support, and design and target interventions accordingly. 2. Pro-actively work to reduce and remove the barriers that some people and communities face when accessing learning and employment. 3. Contribute to the implementation of the recommendations set out in <i>Building Back Fairer for Greater Manchester</i>. 4. Work with employers to adopt and promote flexible recruitment and working practices that make employment accessible to more of our residents. 5. Develop routes for residents and employers to access finance to pay for training and qualifications where lack of funding is a barrier to participation. 6. Use social value to connect learning and employment opportunities, created through supply chains and investment in Manchester, to the people and communities who will benefit most, particularly those experiencing inequalities. 7. Work collectively to make sure more employers consider social value in their own practices. 8. Work with our partners to ensure that local delivery of regional and national labour market interventions (such as work and health programmes) responds to local priorities. 	<ul style="list-style-type: none"> • Improved health and wellbeing of residents • Reduced inequalities in access to skills and employment opportunities • Increased volume of learning and employment opportunities through social value • Reduced number of working age residents dependent on out of work benefits. 	<ul style="list-style-type: none"> • Health related out of work benefit claimants as a % of Working Age Population (<i>ONS, Quarterly</i>) • The number of residents claiming Universal Credit & JSA out of work benefit, (<i>ONS, Quarterly</i>) • New indicators for this theme will be developed with Performance, Research and Intelligence as part of the consultation process.



A liveable and zero carbon city

Priorities	Outcomes	Indicators
<ol style="list-style-type: none"> 1. Use our collective influence and spending power to create demand for green skills such as in retrofit and construction, maintenance of green infrastructure, green energy and biodiversity. 2. Support and enhance ongoing carbon literacy and communications with businesses, schools, colleges and other learning and training providers. 3. Use research and intelligence to ensure that information about future job opportunities in the zero-carbon economy is included in labour market information and guidance that is shared with schools, colleges and other learning and training providers. 4. Develop and deliver a green skills action plan for the city that will ensure businesses and residents are supported with the skills needed to deliver the net-zero agenda. 5. Work with training providers and employers to plan for and build capacity for identified future skills needs. 	<ul style="list-style-type: none"> • Increased carbon literacy amongst Manchester's young people, residents and businesses • Increase the volume of learning and training to support transition to a zero-carbon economy • Reduced carbon emissions • Increase the commissioned provision providing green skills training in Manchester 	<ul style="list-style-type: none"> • The number of people who have completed carbon literacy training in Manchester (<i>MCC</i>) • Spend in GM on commissioned Green Skills Provision (<i>MCC, bespoke, CRF, AEB</i>) <p>We will continue to work with colleagues at GMCA, MCCA and others to develop new sources of information, intelligence and explore use of proxy indicators.</p>

A connected city

Priorities	Outcomes	Indicators
<ol style="list-style-type: none"> 1. Support the delivery of the priorities set out in the Manchester Digital Strategy to ensure that residents have the digital skills they need to find and access learning and employment opportunities, especially highly skilled opportunities that meet the needs of the digital sector in the city. 2. Work closely with partners delivering the Manchester Digital Strategy, and the Digital Inclusion Team, to ensure that residents have access to the devices and networks they need to get online. 3. Connect Manchester's VCSE organisations and Work Clubs to our Digital Strategy and Digital Inclusion Teams to improve digital skills amongst priority groups, particularly the over 50s. 4. Encourage greater use of remote working to make opportunities more accessible to our residents. 5. Ensure that basic digital skill support is provided as standard by services providing employment support. 6. Influence transport policy in Manchester and use the opportunity of the re-regulation of bus services in Greater Manchester, to ensure that residents are connected to opportunities through public transport and good quality active travel options. 	<ul style="list-style-type: none"> • More residents have access to the devices and networks that they need to get online • More residents have the confidence to use digital skills to find and access learning and employment opportunities. • More residents accessing learning to enhance digital skills at all levels, from wherever they are and using a device which suits them. 	<ul style="list-style-type: none"> • Manchester Digital Device Scheme and Skills Support Data, (<i>Manchester City Council, Monthly</i>) • Digital Exclusion Index (<i>MCC</i>)



Discussion and next steps

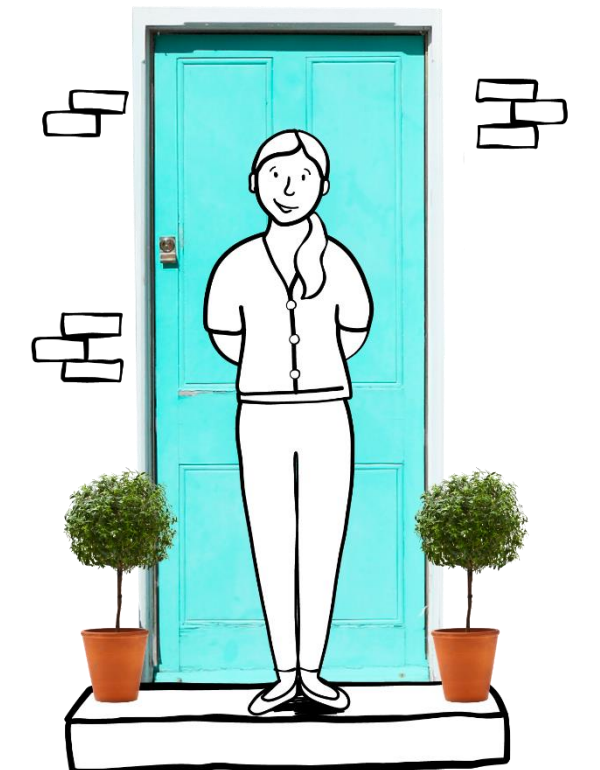
Based on the 5 key themes is there anything further we might consider?

The key areas the strategy needs to focus on include:

- ✓ Out of work residents particular emphasis on communities experiencing racial inequality and specifically Black and Pakistani and Bangladeshi, over 50 and those long term out of work on health related benefits
- ✓ Residents with no or low skills
- ✓ Residents who are NEET or transitioning between school and college/work
- ✓ Support for employers to take advantage of support available to grow
- ✓ Apprenticeships
- ✓ Higher level skills including graduate retention

Next steps following Economy Scrutiny comments:

1. Phase 2 consultation – Public online consultation (February/March)
2. Final Strategy presented to Executive for approval in May/June 2022



Thank you



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**Manchester City Council
Report for Information**

Report to: Economy Scrutiny Committee – 10 February 2022

Subject: LTE Group Update
The Manchester College Strategy and Performance Update
LTE Estates and infrastructure programme
Total People apprenticeship provision

Report of: Lisa O’Loughlin, Principal and Deputy Chief Executive: The Manchester College/LTE Group
John Thornhill Chief, Executive LTE Group

Summary

This paper provides an update on three key areas:

1. 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 2021.
2. Progress update and next steps on LTE Group estates and infrastructure plans including site disposals
N.B. Some short video links embedded for members who could not attend official openings.
3. Progress on apprentice provision via Total People.

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, LTE Group’s commitment to progressing Phase 2 of its Estates Transformation Strategy and the risk of less capacity than needed for places from 2024. Members are also asked to note the ongoing impact from Covid on apprentices achieving qualifications.

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 and our Assistant Principal for Auto, Construction, Engineering and Logistics sits on the GM Mayor’s Retrofit Taskforce, leading the GM College’s sub-group.

Our Manchester Strategy outcomes	Summary of how this report aligns to the OMS
<p>A thriving and sustainable city: supporting a diverse and distinctive economy that creates jobs and opportunities</p>	<p>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, is the number 1 College for Technical Education in the city and the city region and is the largest provider of T Levels in the city.</p>
<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 approximately 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. Almost 75% of Manchester College's student population are from widening participation postcodes, the majority of students are from ethnically diverse communities and only 36% of 16-18 entrants in September 2020 had grade 4 or above in GCSE English and maths compared to 52% nationally. Very high proportions of learners achieve and positively progress within the college regardless of starting point. The college is ranked number 1 in GM (at the last publication of National Achievement Rate Tables (NARTs)) for student outcomes and MiDES data 2021 shows that the college's learners achieve well ahead of their peers in other GFEs.</p>

A liveable and low carbon city: a destination of choice to live, visit, work	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.
A connected city: world class infrastructure and connectivity to drive growth	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.

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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.

- MiDES Data 2020/21
- The Manchester College learner outcome report 2020/21
- LTE Group Inspection Report 2019

1.0 Introduction

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 2021. Key areas covered in the report are:

- Context and current Ofsted profile
- The Manchester College's engagement with Ofsted since 2019 (its last full inspection)
- The Manchester College's Learner Cohort
- The impact of the Manchester College's 2020 Strategy on the lives of Manchester residents
- The Manchester College - 'College Vision 2025 Strategy' and associated curriculum strategy
- The Manchester College - Learner outcomes performance 2020/21
- The Manchester College – In-year learner performance 2021/22
- Total People - 2025 Strategy and Manchester Learner Performance 2025
- Total People – Learner Cohort
- The LTE Group/Manchester College - Transformational estates strategy
- Skills policy and future strategic challenges

2.0 Background

This report was last received by the committee in February 2021.

3.0 Main Issues

3.1 Context

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, delegated responsibility for quality improvement and assurance across the LTE Group sits with Lisa O'Loughlin (Principal and Deputy CEO). 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 (TMC) and Deputy Chief Executive (LTE Group), 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 the Group's wholly owned subsidiary company Total People.

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 (PIAP), previously reported to the committee in 2019 to address every area for improvement identified in the previous 2017 inspection.

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.

The College will enter year 4 of a 5 year inspection cycle in September 2022, however since 2019 it has continued to engage with Ofsted through Covid monitoring visits, pilot inspections and national surveys since then and has had an engagement with Ofsted every year since its last full inspection.

3.2 TMC Engagement with Ofsted since 2019 Monitoring Visit – Covid Impact 11 November 2020

In common with most colleges, The Manchester College had an interim visit from Ofsted during the first year of the pandemic to explore how successfully the College was continuing to safeguard its students and provide effective, online teaching, learning and assessment. The visit was very positive and inspectors' feedback acknowledged that we had managed the transition from campus-based to online learning well, quickly adjusting curriculum priorities and providing swift and comprehensive CPD to develop our teachers' confidence and skills in teaching online. They praised the introduction of 6-weekly curriculum reviews to help keep students on track and the comprehensive and detailed strategies we developed to keep learners safe

during covid restrictions, with students, especially the most vulnerable, and staff being contacted regularly to discuss their wellbeing.

Education Reform Pilot Inspection July 2021

In line with the Governments Skills and Post-16 Education Bill 2021, and the new draft Statutory Guidance for Further Education Colleges with regard to their duty to meet local skills needs (will become a statutory requirement when the bill receives royal ascent in the spring term). Ofsted has been working to determine how to perform its new role in making a judgement about the effectiveness of colleges in meeting local skills needs. As such Ofsted selected The Manchester College as one of a small number of colleges inspectors wanted to visit to help them develop, at request of the DfE, a more extensive approach to evaluating how successfully colleges have aligned their curriculum to the needs of the local economy and inform the development of appropriate outcome measures. Although this was not a full or graded inspection, informal feedback from inspectors was positive, particularly with regard to the Manchester College's curriculum strategy, its partnership with employers, its work to embed Industry Placements and develop institutional learning ahead of the implementation of T Levels.

T Level Survey February 2022

The College has also, subsequently, been selected by Ofsted to form part of its national survey into the early delivery of T level qualifications. The survey has been commissioned by the DfE and is intended to gain an understanding of how T Levels are being taught and establish how they can be made even better for students, colleges and employer partners alike. Inspectors will be looking at how the College is delivering T Level programmes, how we are working with employer partners, how we are teaching course content and our students experience of T Levels so far. The first visit is scheduled for the first week of February 2022, with a follow up visit in approximately one year's time. We are not anticipating direct feedback, but the findings will be incorporated into summative national reports likely to be published in September this year and next.

3.3 The Manchester College's Learner Cohort

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 2019
- Almost three-quarters of students reside in deprived postcode areas
- The proportion of students in the 16-18 age group joining the College in 2020/21 with A*-C/9-4 in GCSE English and Maths was 16 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 students of diverse ethnicities
- In 2020/21, the College had some 5,300 16-18-year-old students (approximately 47% of the student population), accounting for just under 20,000 enrolments, who studied courses from pre-entry to level 4
- The 16-18 cohort comprised 46% female students, 54% male students
- 16-18 students from students of diverse ethnic backgrounds represented 54% of 16-18 students; 77% resided in deprived postcode areas; young people in care and recent care leavers represented 10% of the cohort, a larger proportion than in previous years; 25% of 16-18 students declared a learning difficulty or disability
- 44% of 16-18 students studied level 3 qualifications
- Adult students represented a slightly larger proportion of the College's student cohort with just over 6,000 students on adult learning programmes in 2020/21, representing 51% of students and totalling almost 21,000 enrolments
- The majority of adult students (59%) are female though this proportion is lower than the previous year following an increasing 3-year trend
- 58% of adult students were from diverse ethnic backgrounds, 69% resided in deprived post code areas, and 12% declared a learning difficulty or disability.

3.4 The impact of the Manchester College's 2020 Strategy on the lives of Manchester residents

In 2020 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.

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.

From a standing start 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.

As a result of this strategy 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. The LTE Group and The Manchester College are proud of the fact that despite being a non-selective college, the college successfully delivered its 2020 Vision and is achieving exceptional outcomes for learners. This can clearly be evidenced by the college's position nationally in the last published data set pre the Covid-19 pandemic:

- 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. In addition to delivering excellent learner outcomes, the other key 2020 strategy achievements are 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 20/21 over 30% 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 the 'Careers not Courses' strategy had on the destinations of students and the employers
- 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 and has established sector specific Employer Advisory Boards bringing industry and curriculum together to co-design curriculum in every sectoral area
- In 2021 the College won the TES award for Careers and Employability

- In 2021 the College was awarded the Queen's Anniversary Trust Prize for the success of its 'Career not Courses' strategy and the impact on learners' lives

Perhaps the most important impact of the College's 2020 strategy was 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%

3.5 The Manchester College - 'College Vision 2025 Strategy' and associated curriculum strategy

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.

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.

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.**

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.

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.

3.6 The Manchester College - Progress against the Vision 2025 Curriculum Strategy

Industry Excellence Academies and T Level Implementation

Industry Excellence Academies are now well established at the Manchester college in the following sectors:

- Automotive Construction, Engineering and Logistic – Openshaw Campus
- Sport Health and Wellbeing – Openshaw Campus
- Creative and Digital Industries – Opening at City Campus Manchester in September 2022, but already well established from a departmental structure and curriculum entitlement perspective
- Service and Retail Industries – Harpurhey and Wythenshawe Campus

In each of these Industry Excellence Academies students benefit from a curriculum co-created and co-delivered with employers and all have a 40 day Industry Placement. Currently over 35% of 16-18 students at The Manchester College are in the Industry Excellence Academy and have very attendance, with IEA attendance at 88% and T Level attendance well above 90% on all programmes. On all T Level programmes, though it is early in the academic year, all students are making good progress and placements are well on track

to be 100% achieved by the end of the year. Current placements completed or in-placement are 43% for T levels and 52% for transition students.

As part of the Curriculum Strategy associated with the College's Vision 2025 Strategy the college was successful in 2019 in gaining approval to run the following T Levels from September 2022: Construction, Education and Childcare, Health & Health Science and Digital T Levels along with corresponding Transition courses. There are currently over 300 students enrolled across these programmes.

Industry Advisory Boards across all areas, have inform a range of decisions regarding T Level delivery, from aspects of delivery to CPD for staff. Working in partnership with employers the college has successfully gained employer commitment with endorsed T Levels in the three of the current four routes and has a range of employer partners for all routes:

- Construction Route – Kier Construction
- Digital Route – Lloyds Banking Group and Silverchip
- Health and Science Route – HHS and Manchester University
- Education and Childcare Route – Multiple employer partners

In 2022/23 the college has been approved to build on its T Level and Transition offer in the following areas:

- Business and Administration Route
- Engineering and Manufacturing Route
- Hair and Beauty Route
- Catering and Hospitality
- Creative and Design Route
- Agriculture, Environmental and Animal Care
- Additional aspects of the Digital Route

Whilst formal T-level and transition programmes have only been in place since September, student performance to date is very positive. Pre entry summer schools, combined with initial advice and guidance, have ensured that students could make fully informed choices about what was right for them, and their future intended destinations. Retention on all of these programmes is very high and in most cases at 100%, similarly attendance is incredibly high and above 90% on all programmes.

To date, most students across the T-level and Transition programmes are making good progress and feedback from employers, suggests that we are effectively supporting students not only academically, but pastorally and in relation to clearly defined employability targets.

3.7 The Manchester College - Learner outcomes performance 2020/21

Due to the Covid-19 pandemic, the 2020/21 FE 16-18 student outcomes consist mostly of centre-assessed grades and results determined by teachers and moderated through a series of achievement boards. For adults though,

centre assessed grades were used for some qualifications, 95% of The Manchester Colleges adult learners studied qualifications that remained examined and were subject to qualification reform (i.e. raising the expectation of examined and assessed subject knowledge/content). However, results in 2020/21 remained strong for both 16-18 and adult learners with 16-18 learner outcomes improving for a third consecutive year. Key points to note regarding 2020/21 student outcomes at The Manchester College are:

- Due to the Covid-19 pandemic the 2020/21 FE 16-18 student outcomes mostly consist of teacher-assessed grades and results provided by teachers and moderated through a series of achievement boards
- Achievement rates increased for 16-18 students for the third consecutive year and now sit at 91.8% and 8.4 percentage points (pp.) above the current national rate
- However, unlike 16-18 provision, a very large proportion (95.2%) of adult qualifications were non-adapted, such as functional skills qualifications, and technical, license to practice qualifications. As such, teaching and learning, preparation for examination and examinations, which had to be deferred on numerous occasions, were significantly impacted by periods of lockdown
- Adult achievement rates remained high at 92%, 2ppts above the national rate. Though this represented a small decline on previous years' results, this was largely due to two factors: firstly the impact of the Covid pandemic on adult engagement and the particular strain put on adults in terms of childcare, parental care and increased working pressures; and secondly the impact of qualification reform on 95% of adult qualifications delivered at The Manchester College, which retained examinations, many of which had a more challenging curriculum content and examination papers, as their final assessment method rather than teacher assessed grades
- The strength of the continuing improvement for 16-18 students is largely due to achievement rates at entry level and level 1 sitting well above national rates and a significant improvement in achievement at Level 2, which increased by 3ppts on the previous year and Level 3 which improved by 2 ppts on the previous year. In addition, achievement rates at level 2 have increased for the past three years and are now 6.6pp above the national rate
- Achievement rates for students with high needs increased by 1pp in 2020/21 and their overall achievement exceeds the overall college achievement rate by three percentage points
- 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

- Functional skills, as described above were subject to significant reform and are now a much more difficult qualification to achieve. As a result of this and the context of Covid 19, achievement rates saw a decline in level 1 and 2 English and level 1 mathematics for both age groups. Nationally, achievement rates for these qualifications declined dramatically in the same period, with the resulting effect being that The Manchester College's results for these qualifications are still significantly ahead of the all GFE rates by between 19 and 65ppts
- Achievement rates in ESOL continue to be exceptionally high
- Achievement rates increased by 5pp in 2020/21 for 16-18 students with free school meal entitlement and by 2pp for looked after children. Both achievement rates are also above the college rate for 16-18 students
- Achievement rates for female and male 16-18 students with Caribbean or White and Black Caribbean heritage continue to sit significantly above the national level
- Achievement rates for 16-18 female and male students with dyslexia have improved further and now sit above national comparative rates
- Achievement rates for 16-18 students with free school meal entitlement, looked after children, and care leavers, are in line with, or exceed, their peers
- Student progress on all qualifications measured by Alps was very good to excellent, with the exception of subsidiary diplomas
- High grade achievement on BTEC qualifications improved slightly and remain very high, especially at diploma level
- Achievement of high grades on Level 3 non-Alps provision (184 students), improved by 5%, and at 60% is strong.

Since March 2020, the College has continued to work with and address the challenges of the cohort it serves within the context of the Covid-19 pandemic. Whilst there are no current full, nationally published data sets for 2020/21, it is possible to provide some indication of the continued strength of the College's student outcomes by reference to data from MiDES ILR R14 2020/21 (based on 235 colleges / >90% of colleges).

This comparator data shows The Manchester College to be well ahead of the GFE average in both retention, pass rate and achievement, as follows:

Retention

- 2019/20: 16-18 All GFEs 93.5%, TMC 93.7% (+0.2pp.); adults All GFEs 95.0%, TMC 96.7% (+1.7pp.).

- 2020/21: 16-18 All GFEs 93.2%, TMC 94.9% (+1.7pp.); adults All GFEs 94.5%, TMC 95.2% (+0.7pp.).

Pass rates

- 2019/20: 16-18 All GFEs 92.2%, TMC 96.6% (+4.4pp.); adults All GFEs 92.4%, TMC 96.0% (+3.6pp.).
- 2020/21: 16-18 All GFEs 91.5%, TMC 96.9% (+5.4pp.); adults All GFEs 92.6%, TMC 96.6% (+4.0pp.).

In addition, this comparator data shows that learners studying English and maths at The Manchester College, do well relative to their peers in other GFEs in English and maths, despite having much lower academic starting points:

- Whilst Manchester schools English and maths GCSE results have been improving, attainment on entry remains well below the national rate for TMC learners – only 36% of 16-18 entrants in September 2020 had grade 4 or above in GCSE English and maths compared to 52% nationally, leading to TMC being ranked 216 out of 235 college, for the starting points of their learners.

Despite this, GCSE English and maths 9-4 pass rates for these learners were well above the all GFE averages as follows:

- GCSE English 9-4 pass rates 45% TMC cf. 39% All GFEs (+6pp.). Average progress from Grade 3 0.32 at TMC cf. 0.12 All GFEs (+0.2)
- GCSE Maths 9-4 pass rate 41% TMC cf. 35% All GFEs (+6pp.). Average progress from Grade 3 0.15 at TMC cf. 0.15 All GFEs (same)

Learners at The Manchester College undertaking Functional Skills achieved significantly better than their peers in other GFEs, despite these qualifications remaining examined and the impact of functional skills reform, as follows:

- Functional Skills English: Entry Level TMC 100% cf. 81% All GFEs (+19pp.), Level 1 TMC 87% cf. All GFEs 61% (+26pp.), Level 2 TMC 83% cf. All GFEs 50% (+33pp.)
- Functional Skills Maths: Entry Level TMC 99% cf. 81% All GFEs (+18pp.), Level 1 TMC 85% cf. All GFEs 30% (+55pp.), Level 2 TMC 84% cf. All GFEs 19% (+65pp.).

3.8 The Manchester College - In-year learner progress 2021/22

The academic year 2021/22 continues to see significant disruption due to the Covid-19 pandemic. Whilst infection rates and on-site transmission of Covid 19 remain very low at the college and the vast majority of learning for this year has taken place face to face, the 2021/22 cohort of learners face significant disadvantage due to the legacy of the Covid-19 pandemic. In particular,

safeguarding concerns have increased and at Jan 2022 stand at a higher rate than the full year volumes in the years preceding the Covid 19 pandemic. In addition, the Omicron variant of the virus has impacted student attendance. Whilst pre-Christmas attendance at The Manchester College was the highest experienced for four years, January and February attendance has been significantly impacted by rising infection rates.

Furthermore, the impact of qualification reform presents further risk to student achievement in 2021/22. The shift to RQF quals has intentionally raised the bar, and Btec (2016) quals are significantly harder. In addition, use of teacher-assessed grades for the last two years has resulted in students having lower starting points than their qualification suggest. Therefore, the gap between where they are and what their target grade is, is significantly greater than previous years and equally students have very limited exam experience, confidence and capability, the majority having not sat formal examinations since year 6.

Despite these challenges, retention at the college remains at its highest in the last 3 years at 98%, Industry Excellence Academy and T Level students attendance is well above 90% in all areas and all Industry Excellence Academy students are on track to complete their Industry Placements.

3.9 Total People - 2025 Strategy and Manchester Learner Performance 2025

The academic year 2020/21 has seen significant disruption in apprenticeships and work-based learning due to the Covid 19 pandemic. Large volumes of apprentices were impacted in relation to accessing on and off the job training, functional skills assessments and EPA, all of which are fundamental parts of their apprenticeship standard. Current estimates are circa 100,000 apprentices nationally who cannot complete their qualifications due to delayed end point assessments (EPA) by awarding bodies.

Total People introduced a risk-based approach to continuing to provide learning and support to learners via online platforms and blended learning models, with on-site delivery maintained for the most vulnerable learners which was in line with government/DfE guidance. Blending learning models were implemented and delivered to cohorts of learners across all sectors focusing on skills, knowledge and behaviours to ensure engagement and progress continued throughout this period. This approach ensured that learners continued to progress and receive support from their learning coaches whilst restrictions to off and on the job training and EPA were in place.

All apprenticeship starts in 20/21 have been on apprenticeship standards, in response to the pandemic, there has continued to be changes to the funding rules, in particular End Point Assessment arrangements. Some government / DfE changes/ relaxations were introduced late in the year (second half) and as a result learners' progress and ability to complete their programmes were hindered further.

The whole apprenticeship sector has seen a reduction in apprenticeship starts of 6.9% August 20 to April 21 compared to the same time last year, However, Total People did see an increase in learner volumes in some specific key sectors, for example in custody and detention, childcare and health and social care environments.

In line with Total Peoples 2025 vision for GM and with the continued support and investment of the LTE group, Total People launched the new Bus & Coach and HGV engineering facilities for Apprentices in March 2021 at the Wythenshawe campus. Not only does the facility support current apprentices and employers, but in time will support new skills in green vehicle and electric vehicle technologies.

3.10 Total People - Learner Cohort

In line with Total Peoples strategy and 2025 vision to grow participation across GM. In 2020/201 Total People worked with 665 apprentices across the GM boroughs. Apprentices were from a range of sectors with the majority from professional services, healthcare and construction following apprenticeships standard from level 2 to level 5. This cohort comprised of 48% female learners and 52% male learners.

Apprentices from ethnically diverse backgrounds represented 15% of the cohort with 39% of learners living in the two most disadvantaged wards of GM. Of this cohort, 50% are studying at level 3 and above.

16-23 year olds made up 67% of the cohort with 67% of apprentices studying level 3 and above.

In 2020/2021 660 adult learners studied short AEB courses with Total People, the majority of adult learners (67%) are female and 28% are from diverse ethnic backgrounds.

3.11 The LTE Group - Transformational estates strategy

Members may recall that our original strategy for the City was to complete all works in one programme with a value circa £170m. Funded 70% by LTE Group and 30% through government grant. This original strategy would have brought all new facilities and capacity on stream for September 2022. Government capital grants (regional and national) at the outset were insufficient to match fund LTE's investment and LTE agreed to fund 80% for a first phase with a grant from GMCA and support from MCC.

This would then need a phase two scheme to deliver the capacity and vocational/technical skills need the city needs to meet population growth and the DfE national policy plans on qualifications such as "T" levels and Higher Technical Qualifications. In April 2021 DfE commenced a national grant programme for Further Education, LTE with endorsement from the Leader and Chief Executive of MCC applied to this scheme. Post April 2021 DfE issues changes to the rules for grant applications and capped the maximum amounts

and since then there have been further delays to decisions which will impact our plans for phase 2 and create a gap between capacity required to meet demands in the City and available places from 2024. Work with officers of MCC has commenced to understand the nature of this gap on both academic places and vocational/technical places.

Despite these headwinds our programme continues to progress well as follows:-

Capital Build Programme – Phase 1

The project is the largest co-created and co-funded project in the sector, in what is a funding collaboration between the LTE Group, Greater Manchester Combined Authority, Greater Manchester Local Enterprise Partnership and Manchester City Council, alongside commercial backing from Santander.

The estate's transformation has run in parallel to the College's curriculum strategy to 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.

City Campus Manchester

The flagship project, City Campus Manchester, is a brand-new £96m campus in Manchester City Centre, next to the Manchester Arena, which is now nearing completion with its specialist technical facilities for courses linked to the digital and creative sectors.

The project is progressing ahead of programme and is within the agreed cost plan, despite the challenges in supply of material and labour, and cost, brought about by Covid-19 and Brexit. Handover of the facility is anticipated to take place in the summer term 2022, with the first students welcomed to study there from September 2022. A transition plan to the new campus is underway working with schools and year 11 leavers, as well as students progressing within the College. This plan has seen engagement with schools and young people to raise awareness of the curriculum strategy and routes to specialisation, including T levels, as well as the amazing spaces from which this high-quality technical education will be delivered. It is anticipated that transition events will be able to take place within City Campus Manchester over the summer term so that students can familiarise themselves with the site, as well as the transport links.

City Campus Manchester has provided a real working environment for 12 of The Manchester College's students who are now in the second year of an Architectural, Construction & Engineering Scholarship programme with Willmott Dixon, undertaking to date 66 weeks of meaningful placement on the site. Willmott Dixon has provided 667 apprentice weeks on site and in November 2021 undertook tours of the site for 21 Year 10 pupils. Through a focus on local supply chain procurement, Willmott Dixon have exceeded its commitment to local expenditure and use of local labour.

Openshaw

As part of the strategy there has also been a £25m investment in renovating and expanding the Openshaw Campus, to provide new facilities for our students in Sport, Health and Social Care, Childhood Studies, Public Services and Construction & Engineering. This project was completed in September 2021, again on programme and on budget and the facilities are now being fully utilized by students.

Construction and Engineering

Students in our Industry Excellence Academy for Construction and Engineering are benefitting from purpose built practical areas for plumbing, electrical, carpentry, joinery, brickwork and plastering as well as a multi-skills area for joint projects. On the mezzanine level there is an electrical testing area, work bays for electrical, carpentry and joinery and break out teaching areas. There is a dedicated T Level area with classrooms that can be transformed into a conference space for employer sessions, dedicated workspaces and practical areas for each T Level route, cutting-edge BIM suites for learning the latest design techniques and an immersive tech lab where students will use virtual reality to learn skills such as welding. The construction sector is one of the fastest growing in Greater Manchester and this investment enables the College to match its provision with the needs of the economy.

Childhood Studies

New facilities for students in our Industry Excellence Academy for Childhood Studies include a fully equipped mock-nursery/early years setting with outdoor play area, a fully equipped baby room and a state-of-the art sensory room.

Health and Social Care

Students in our Industry Excellence Academy for Health and Social Care and students at UCEN Manchester have facilities that include a mock hospital ward complete with sector leading hospital beds, screens, chairs, bedside tables, PPE equipment, blood pressure monitors, a nursing station with computer, hand washing facilities and toilet, waste disposal bins and ceiling hoist. There is an infectious disease area which contains a hospital bed and associated PPE resources to facilitate barrier nursing. In addition, there is a Care suite with a lounge area, bedroom, kitchen and bathroom fully fitted with

assistive and adaptable fixed equipment (bed/bath) plus additional equipment such as ceiling hoist, walking frames, height adaptable chairs and tables, crutches and wheelchairs. The kitchen is stocked with adapted feeding equipment. As Health and Social Care is one of the largest sectors in the region and is rapidly growing, and demand only expected to increase, these facilities will enable the next generation of industry talent to hit the ground running when they enter the world of work.

Public Services

In our Centre of Excellence for Public Service students have access to new criminology facilities including a forensics laboratory, fully equipped with the latest technology for criminal investigation.

Sport

We have made significant investment in the facilities for our Centre of Excellence for Sport and Sports courses at the College/UCEN Manchester. This includes a fully equipped sports centre with a six-court multi-discipline indoor sports hall with viewing gallery, a media suite with a live link to the sports hall and match analysis capability, a 30-station gym, a strength and conditioning room, an aerobic/dance studio and two dedicated IT suites. All our other Openshaw students will also have access to the sports facilities and the Gym for enrichment. From Summer 2022 a full-sized, floodlit 3G full multi-sport pitch with home and away team changing rooms, direct access to the pitch and a seated spectator space will also be available.

The official opening of the Openshaw facilities has been universally well received by members, students, parents and employers and student numbers have grown quickly in line with expected demand. Tours of the new facilities at City Campus Manchester and Openshaw can be arranged for members of the Economic Scrutiny Committee. Additional resources showing the new facilities are accessible via the link below.

Additional Resources

[Building Industry Excellence | tmc.ac.uk](https://tmc.ac.uk)
[City Campus Manchester | Opens 2022 | The Manchester College - YouTube](#)
[Sport | New facilities now open | The Manchester College - YouTube](#)
[Health and Social Care | The Manchester College - YouTube](#)
[Gym Facilities | Now Open | The Manchester College - YouTube](#)
[Building Your Future | UCEN Manchester](#)

Wythenshawe and Harpurhey

The existing sites of Wythenshawe and Harpurhey will provide **routes into specialisation** at the Centres of Excellence. The learning hubs will deliver a complex transitioning and support service, supporting significant volumes of students at risk of becoming NEET and offer an engagement curriculum for harder to reach students. 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 Animal Care, Hair/Beauty/Hospitality and Travel/Tourism at Wythenshawe. T level

transition at level 2 and the T level routes at level 3 will also be delivered in hair, beauty and aesthetics and animal care and management. Investment in new facilities for hair and beauty and animal care will be completed at Wythenshawe in summer 2022.

Curriculum offer at level 1/2 will be provided in Hair/Beauty/Hospitality, Travel/Tourism and ESOL at Harpurhey. Investment in new hospitality production kitchens at Harpurhey was completed in summer 2021, with students there now operating the main refectory for students as a real working environment.

Capital Build Programme – Phase 2

In parallel to the publication of the White Paper Skills for Jobs: Lifelong Learning for Opportunity and Growth in January 2021, the Government also launched the Further Education Capital Transformation Fund (FECTF). The FECTF gave FE colleges the opportunity to bid to the Department for Education for investment in capital projects that address the upgrading of their FE estate. The LTE Group made an application for funding from this fund for Phase 2 of its estates strategy which was to replace its Shena Simon campus with an extension to the Phase 1 building at City Campus Manchester. The Phase 2 building would accommodate business, financial and professional services at a £46.8m build cost, with a grant request of £30.5m.

The application was approved in stage 1 of the process to progress to the next stage however the DFE advised that all progressing bids had to reduce the value of their schemes by 10% or be capped at £20m, whichever was the greater. The funding gap of £10.5m necessitated a redesign and a smaller phase 2 building. Given this smaller building would not be large enough to accommodate all the curriculum at Shena Simon, an alternative option is to retain part of the Nicholls campus until the remaining funding is secured to complete Phase 2. The DFE has delayed announcements on the outcome of the FECTF until Spring 2022, which presents some challenges. Under Phase 1, investment was planned at Shena Simon during summer 2022. Investment that would be abortive if the Phase 2 application was successful. The LTE Group has written to the Education and Skills Funding Agency to express its concern in relation to the delay.

The incremental demand posed by post Covid and post Brexit reskilling, increases in the post-16 cohort size and increased demand from 16-18 students who value the technical work-based curriculum, as well as the incremental demand for space from the Government's recently announced uplift to post-16 taught hours will add more demand in the City. This cannot be accommodated by displacing delivery to online and needs the extra space capacity. Whilst the Government is providing funding for upgrades to the further education estate nationally, as yet there has been no announcement to fund the capacity needed within post-16 education. The LTE Group/The Manchester College is working with the City Council on the post-16 capacity research underway currently to support the ask for funding from the Government to tackle the challenge of space need.

Progress with surplus site disposals

Members will recall that securing capital receipts from the disposal of vacated assets is a critical element of the LTE Group's financial plan to self-fund the majority of the investment in the new estate. Given the delay to grant decisions by DfE nationally, this has resulted in a need to spend £2.8m at our Shena Simon campus, an old, listed building not fit for purpose that we wish to dispose of. This increased cost, alongside a growing need for more capacity creates a much greater dependency on our remaining disposals to generate best value.

Where possible LTE Group has sought to generate a win win at each location to support other strategies across the City such as housing, health, transport, low carbon.

Progress on disposals is as follows:

- **Moston** – Acquired by social housing provider, One Manchester.
- **Harpurhey (AP)** – Acquired for community healthcare by Mosscafe.
- **City Centre surplus land** – Acquired by social housing provider, Clarion
- **Northenden Campus** – Acquired by Miller homes in partnership with social housing provider Wythenshawe Community Housing Group.
- **Fielden Campus** – nearing completion of a formal public tender process, more than a dozen bids received, formal review of the final three by end of March 2022. Bids being evaluated include continued educational use and residential use. The LTE Group will wish to secure best value from the disposal of a public asset to reinvest the capital receipt in the wider needs of the city. LTE is working with the City Council to generate a final proposal that works at the City level and the local level.
- **Welcomb Street** – Work is progressing to dispose of this site to support the need for light industrial capacity in East Manchester. Heads of terms have been agreed with an interested party for the disposal

3.12 Skills policy and future strategic challenges

On the 21st January 2021 the Government published its skills White Paper 'Skills for Jobs: Lifelong Learning for Opportunity and Growth'. Following this the DfE invited a number of colleges to be involved in closed consultation groups ahead of launching a formal public consultation in July 2021. In July 2021 the DfE also publishes its Statutory Draft Guidance for FE Colleges, Sixth Forms and Designated Institutions on how it will review the effectiveness of colleges in meeting local skills needs. It is expected that a mandatory duty to meet local skills needs will come into effect when the Education and Skills Bill receives royal ascent in Spring 2022. The LTE Group and The Manchester College are currently working closely with the DfE as part of its selected consultation group.

Directionally, however, the Skills Bill 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

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 lagged funding; possible focus on payment on outcomes; the revised approach to regional and institutional allocations through a 'needs based' approach and the funding balance between AEB and L4/5
- 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.

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.

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 is enabling 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%.

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 September 2022.

4.0 Recommendations

Members are asked to consider and comment on the information in the report:

LTE Group and the College's suggestion of a collaborative response to the consultations associated with the FE White Paper, LTE Group's commitment

to progressing Phase 2 of its Estates Transformation Strategy and the risk of less capacity than needed for places from 2024. Members are also asked to note the ongoing impact from Covid on apprentices achieving qualifications.

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**Manchester City Council
Report for Information**

Report to: Economy Scrutiny Committee – 10 February 2022

Subject: Manchester Adult Education Service

Report of: Director of Inclusive Economy and Head of MAES

Summary

The purpose of this report is to provide information on MAES performance in 2020/21, the response to COVID-19 and the skills challenges in the city.

Recommendations

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

Wards Affected: All

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

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.

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	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, contributing to a more inclusive economy.
A highly skilled city: world class and home grown talent sustaining the city's economic success	MAES provision is focused on improving skills to enable learners to progress to employment and/or higher-level skills and careers. It is a fundamental building block to enable more of our residents to begin their skills pathways.
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.
A liveable and low carbon city: a destination of choice to live, visit, work	MAES provision is embedded in communities, making it an accessible and sustainable offer and MAES is working to embed carbon literacy as part of its learning offer.
A connected city: world class infrastructure and connectivity to drive growth	Improving the digital skills of Manchester residents is a key contribution that MAES can make to this theme ensuring that more of our residents are connected.

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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 The purpose of this report is to provide information on MAES performance in 2020/21, the response to COVID-19 and the skills challenges in the city.

2.0 Background

- 2.1 MAES is part of the Work and Skills team in the Directorate for Inclusive Economy. 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 2020 MAES continued to work with other key providers and stakeholders to Support 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 The vision for MAES continues to be: **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 were agreed for the period 2020 – 23 and as a result a review will take place in academic year 2022-23.

- 2.4 Leaders and managers have aligned MAES provision with Manchester's plans and priorities 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 Covid impact: January 2021

- 3.1 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 were programmes for learners with special educational needs and essential digital skills courses.
- 3.2 Significant numbers of learners, particularly those on lower-level courses, were not able to continue their learning. Barriers included poor digital skills, childcare and work responsibilities. Of those who did continue, the majority identified the learning as excellent or good. Two metre social distancing in classrooms was maintained until the end of the academic year in July 2021.

4.0 New Programmes

- 4.1 MAES have added three level 3 (A-level equivalent) courses to the programme for 2022/23; the Level 3 in Understanding Mental Health, the Diploma in Adult Care and the Level 3 in Supporting Teaching and Learning in Schools. These qualifications became fundable in April 2021, along with a

suite of others which are regarded as being 'high value' for the needs of the labour market. The qualifications are suitable for residents who are in employment in front line roles but looking to progress their careers further, as well as those who want to gain higher level skills before beginning their careers in these sectors. MAES have recruited 38 learners to these courses in this pilot year and intend to build on provision at this level.

- 4.2 Sector based Work Academy Programmes (SWAPs) whereby a learning provider collaborates with a recruiting employer and DWP to train residents for specific vacancies, have been a significant growth area for MAES. Since September 20/21, 375 individuals have attended MAES SWAPS. These have been delivered for organisations such as Costa Coffee, GSTS (security company), the Flava People, the Department for Work and Pensions, Duerr's Jam and the Co-op.
- 4.3 Employers have been enthusiastic to work with MAES since the programmes have been successful in filling vacancies whilst also enabling them to recruit in a more inclusive way. An example of this is the Co-op SWAP in which there were 7 vacancies which had been unsuccessfully filled for 6 months prior to the course. These were administrative vacancies within the business's HR function. MAES delivered a two-day course for 18 participants who were then interviewed by the Co-op. All of the vacancies were filled and MAES offered additional training and guidance to those who were unsuccessful. Job outcomes from SWAPs are tracked regularly and currently stands at 60% of participants moving into employment.

5.0 Performance and Funding 20/21

- 5.1 For the teaching year 20/21, both GMCA and the ESFA confirmed that MAES (and all other grant funded providers) would be paid at the level of the original contract against the agreed profile. This has meant that we have been able to pay our CLF commissioned providers and other supply chain partners e.g., nurseries, childminders, and community venues if they agreed to a similar undertaking to last year not to furlough staff. The GMCA and ESFA retained a lighter touch in relation to performance management requirements but not the requirement for the submission of the performance returns, the Individual Learner Record (ILR)

As was reported to the February 21 meeting of this committee in relation to 19/20 performance, MAES performance has again been impacted by the pandemic in terms of lower overall recruitment, smaller class sizes, lower attendance, learner retention issues and lower achievement levels. The GMCA and ESFA both recognised that though performance has been impacted by the pandemic it is likely that costs for organisations had remained the same. And therefore, developed a methodology to support the continuing stability of the sector. MAES Grant Funding has two basic components the first Community Learning is a cost-based grant claim, the second is a formula-based methodology that supports Skills and accredited provision. As Community Learning is cost based claim the support given was a recognition

that reductions in participation would not lead to reduced spending but a higher cost per enrolment and this would have no penalty. For the formula funded component of the contract the GMCA recognised the impact on recruitment, retention, and achievement had been lower because of the pandemic and therefore have allowed up to 10% of funding to be claimed as covid support. For providers who fell below 90% of contract value there was the additional safety net of supplying a business case demonstrating that funds had been spent or that unspent funds could be retained for a mutually agreed purpose. Because MAES performance level was 88.5% we submitted and had approved a business case to retain funding based on our costs.

- 5.2 Targets and key performance indicators are set each year and performance is monitored monthly by senior managers. For the Teaching year 20/21 we were asked to plan on the basis that there was not a pandemic which has the impact of making the targets look incongruous when 19/20 actuals are considered and subsequent performance in 20/21 Service levels performance indicators are detailed in the table below. For

MAES Performance Indicators	Actual 19/20	Targets 20/21	Actual 20/21	Actual % of Target
Adult Skills Formula Funding	£3,275,822	£3,478,110	£3,089,806	88.84%
Learners No (All Streams)	9,276	10,500	9153	87.17%
Adult Skills Learner No	2,861	3,000	3382	112.73%
Community Learning No	6,415	7,500	5771	76.94%
Adult Skills Enrolments*	5,746	6,110	6616	108.28%
Community Learning Enrolments*	11,011	13,659	10349	75.76%
National Qualifications Achieved	2633	3420	1915	55.99%

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

MAES Performance Indicators	Actual 19/20	Targets 20/21	Actual 20/21	Percentage point Variation to target
Adult Skills Retention Rate	88.50%	95.80%	89.80%	-6%
Community Learning Retention Rate	87.40%	90.50%	90.60%	+0.10%

Adult Skills Achievement Rate	83.10%	89.80%	74.70%	-15.1%
Community Learning Achievement Rate	87.10%	87.90%	88.00%	+0.10%

- 5.3 In 20/21 the impact of Covid meant that the service reached 92.85% of its recruitment targets for the year. (12535 learners against a target of 13,500) Performance varied depending on the type of provision. The participation rate for Adult Skills provision was 112%. Achievement rates were 74.71% a reduction from 83.10% in 2019/20. Achievement rates are a combination of factors, retention (if a learner stays on course) and pass rate when a learner achieves the qualification.
- 5.4 The total numbers of national qualifications achieved by MAES learners also reduced from 2633 in 19/20 to 1915 in 20/21, a reduction of 28% on the previous year.
- 5.5 Overall performance against the funding target was 88.84%. (£3,089 million as against a target of £3.478 million). Because MAES overachieved its funding target in 18/19 this equates to almost an 20% drop on pre pandemic levels.
- 5.6 Community Learning recruitment continues throughout the entire year and therefore has been more significantly affected. Overall performance was 76.94% of Target (5771 learners against a target of 7,500). This included 893 'harder to engage' learners, on programmes delivered by our Community Learning providers. This was significantly lower than the 1,615 learners engaged in this programme in Pre pandemic.
- 5.7 ESFA Funded 19-24 High Needs Funding participation figures were slightly underachieved 46 against a Target of 47 however the financial target was overachieved by some 29% because of the volume of learning within the programme. Learners on this programme attended face to face classes in MAES Centres throughout the year with additional funding provided through the local authority to ensure covid safe travel patterns.

6.0 Enrolment/Recruitment Term 1 September to December 21

- 6.1 The table below shows a breakdown by curriculum areas of MAES performance for Term 1 September to December. There were 5373 enrolments against a target of 6379 which is 84.22% of target. (See table below)

Curriculum Area	Actual No of enrolments Sept to Dec	Target number for enrolment Sept to Dec	% Target
English	1019	1223	83.32%
Maths	858	1214	70.68%

ESOL	1922	1800	106.78%
Community Interpreting	172	240	71.67%
Vocational & ER	416	771	53.96%
Community Learning	105	117	89.74%
Digital Skills	643	734	87.60%
Prep for Work	215	256	83.98%
STEPS	23	24	95.83%
Total	5373	6379	84.22%

6.2 We are taking further actions in term 2 and 3 to ensure that that current shortfall is recouped/minimised. This includes Infilling into existing provision where appropriate, selective additionality and additional recruitment campaigns for new courses.

6.3 Performance to date of CLF partners is as follows.

Community Learning Fund Commissioned Provision	Actual No of enrolments Sept to Dec	Target number for enrolment Sept to Dec	% Target
Back On Track	833	711	117%
Impact for All	285	187	152%
Proper Job	116	75	154%
Reform Radio	88	108	81%
Sonder Radio	33	60	55%
YES CIC	2	32	6%
Sharks Community Trust	6	40	15%
	1363	1213	112%

6.4 Impact for all, Proper Job and Back on track have recruited particularly strongly against profiled targets. Both Yes CIC and Sharks Community Trust, both new providers, started later than originally planned and therefore are significantly behind the original profiled numbers.

The Service has performance review meetings scheduled for each partner in w/b 24th January to identify areas of concern and any remedial action that will be required to ensure that the contractual targets are met.

7.0 MAES External Review April 21 to June 21

7.1 As a result of MAES overspending in the 2020/21 financial year and significantly eating into its reserves, FE associates was commissioned to carry out a review of MAES. Its purpose was to make recommendations on the future shape of MAES, to ensure that it is financially sustainable, agile and can respond to current & future need and opportunities. The report set out 11 recommendations some of which are focused on a longer term reset to ensure

that strategic options for change are considered and that national, GMCA and MCC policy objectives are successfully aligned.

8.0 ESOL and ESOL Advice Service

8.1 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 committed resources to continue the Service in 20/21 and 21/22.

- 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

The mapping of ESOL provision and establishment of regular communication between 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.

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. 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.

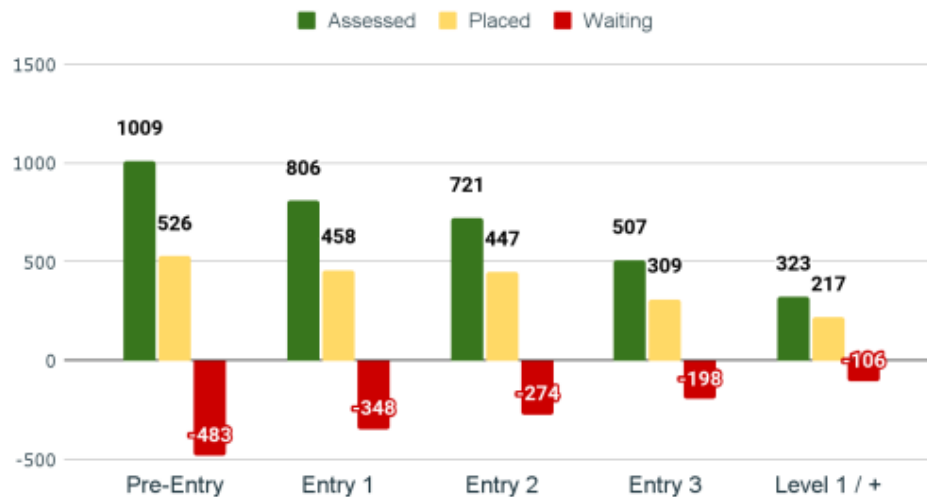
8.2 We have been leading six other Greater Manchester local authorities (Bury, Oldham, Rochdale, Salford, Tameside, Trafford) to develop a Greater Manchester ESOL Advice Service, funded through GMCA. We are hoping to extend this to the remaining three Greater Manchester local authorities in 21/22. Local ESOL hubs deliver assessments for people resident in their areas and run a referral service to ESOL provision in their local authority area, including the management of one waiting list per area that serves all local providers. Manchester is providing central coordination, including cross-area placements where it meets the learners' needs, and has supported the development of the local ESOL hubs including constructive and practical assistance such as editable tools and templates, relevant training and support for data collection and evaluation activities.

8.3 We have further developed our website at 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.

8.4 August 2020 – August 2021

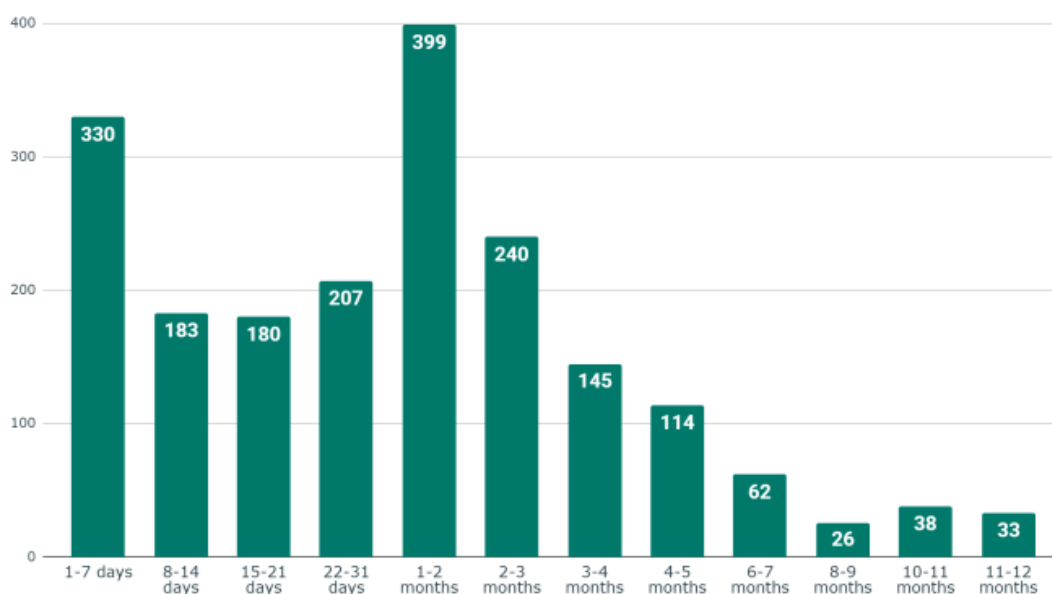
In 20/21, the Manchester ESOL Advice Service completed a total of 3,953 assessments, 3,579 (90.5%) were online and phone assessments. A total of 1,957 (58.1%) learners were placed on a suitable course. 1,409 learners remained on the waiting list.

Learners assessed, placed and waiting



A large proportion of learners (66.3%) joined a course within two months of being placed on the centralised waiting list. 330 of these learners were offered a learning opportunity at the time or within a week of their assessment. The breakdown of average waiting times from assessment to joining a class in the chart indicates that the likelihood of joining a course decreases with the time on the waiting list - only 21.3% of all learners who were placed (418 individuals) accepted the offer of a course after they had been on the waiting list for over 3 months.

Average waiting times from assessment to class



In 2020-21, Manchester ESOL Advice Service achieved a number of positive outcomes for learners, ESOL providers and stakeholders and the wider impact on a strategic level through collaborative work on the Greater Manchester ESOL Advice Service.

The key outputs include:

- Comprehensive data reports on the demand and unmet need and custom reports. Bi-monthly reports shared with ESOL providers and stakeholders have led to optimising provision, i.e. helping fill the gaps quickly and efficiently and setting up new provision based on the evidence of need which created additional 273 spaces at Pre-Entry- Entry 2 levels as well as ESOL and digital skills courses
- Establishing clear referral routes for stakeholders looking for ESOL provision for their customers has led to an increase in referrals, particularly from JCP offices
- 58.1% of all assessed learners (1,957 individuals) have joined a suitable course following an assessment. Learners have access to and are made aware of a greater number of options than if they registered with one provider and 74.5% of all assessed learners have been offered at least one course or learning opportunity.
- Starting to address the need for digital inclusion by collating evidence of needs through assessments and working with providers to offer suitable learning opportunities. As a result of this work, new ESOL and Digital Skills courses have been set up in 2020-21 and 2021/22 offering 270 places.
- Identification of priority groups for placements on courses, which included learners who remained on the waiting list in 2019-20, furloughed workers and those who lost their job during the pandemic. We have also continued to give priority to learners referred to assessments by stakeholders, such as DWP and organisations who support vulnerable people with 51.4% of DWP customers securing a place on a course following an assessment.

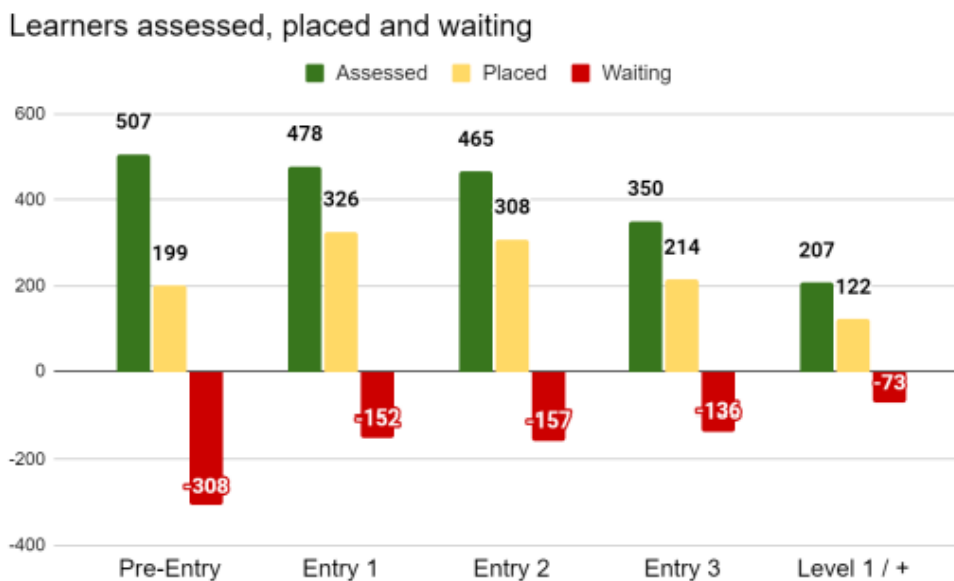
8.5 September 2021 – January 2022

There has been a continuing demand for ESOL courses across Manchester, despite the various disruptions caused by the pandemic. Although most assessments have continued to take place online and over the phone, a number of MAES and The Manchester College venues have continued to deliver weekly assessments, with other providers staffing additional sessions on an ad hoc basis. The Workers Education Association (WEA), Migrant Support and Golden Centre of Opportunity have also allocated staffing time to help meet the demand for ESOL assessments in Manchester.

From September 2021 to January 2022, 2,147 assessments have been completed. 1,712 (79.3%) of these were completed as online and phone assessments and 445 (20.7%) completed face-to-face. A total of 1,169 (58.2%) learners have been placed so far. An additional 235 places have been offered by providers in response to identified needs. There has been an increase of 45.9% in the number of referrals from organisations, including Job Centre Plus, refugee support organisations, housing associations, care services and community organisations.

The majority of Manchester residents looking to join an ESOL course have been assessed at low levels, ranging from Pre-Entry to Entry 2 (72%). The main deficit of places is at Pre-Entry level in all areas of Manchester (ranging from 54.6% of Pre-Entry learners living in central areas of Manchester waiting for a class, to 70% in the North). The demand for Entry 1 courses is also high in East Manchester, with 48 learners still waiting for a course, and 43 learners in the central areas.

Learners assessed, placed and waiting



9.0 Priorities for the current academic year

For the service to continue to support the priorities of Manchester and the wider community, it must successfully return to a position of financial stability where it provides a high-quality service to residents. It is important that the service focuses on the following priorities for the remainder of the current academic year:

- Implement a recovery plan which is monitored regularly. This recovery plan aims to ensure that income from funding is maximised and shortfalls in recruitment are addressed.
- implement more rigorous curriculum performance monitoring which aims to:
 - Improve headline achievement rates to meet national rates, (potentially between 87% and 89%)
 - Improve headline pass rates on adult skills programmes to 95%
- Continue to work on the future shape of MAES, to ensure that it is financially sustainable, agile and can respond to current & future need and opportunities.

The priorities outlined above will allow MAES to emerge from the Covid environment as a service that is a financially sound, high-quality provider of Adult Education and Skills.

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**Manchester City Council
Report for Information**

Report to: Economy Scrutiny Committee – 10 February 2022

Subject: Overview Report

Report of: Governance and Scrutiny Support Unit

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.

Wards Affected: All

Contact Officers:

Name: Mike Williamson
Position: Governance and Scrutiny Support Manager
Telephone: 0161 234 3071
Email: m.williamson@manchester.gov.uk

Background documents (available for public inspection):

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.

Date	Item	Recommendation	Response	Contact Officer
9 December 2021	ESC/21/59 Comprehensive Spending Review, Funding and Budget Update	Request that a briefing note be sent to the Committee and all North Manchester Ward Councillors on the Growth Company's Good Jobs project	Information circulated to Committee Members on 22 December 2021 by email	Angela Harrington Director of Inclusive Economy
13 January 2022	ESC/22/02 Updates on Sub Strategies of the City Centre Transport Strategy	Request that the Strategic Director (Growth and Development) circulate a map to all Members of the Committee that highlights the existing active travel schemes and the planned projects that connect these.	Information to be circulated	Becca Heron Strategic Director (Growth and Development)

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 **31 January 2022**, 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.

Development and Growth					
<p>Delivering Manchester's Affordable Homes to 2025 - Establishment of Strategic Partnership with Homes England (2019/09/05A)</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>Delivering Manchester's Affordable Homes to 2025 - Disposal of sites (2019/09/05B)</p> <p>To agree the disposal of sites in Council ownership for the provision of affordable homes</p>	City Treasurer (Deputy Chief Executive)	Not before 4th Oct 2019	In consultation with Strategic Director (Growth and Development) and Executive Members for Housing and Regeneration and Finance and HR	Report and Recommendations	Steve Sheen s.sheen@manchester.gov.uk
<p>Delivering Manchester's Affordable Homes to 2025 - Establishment of Partnership arrangements</p>	Strategic Director - (Growth and Development)	Not before 4th Oct 2019	In consultation with City Treasurer (Deputy Chief	Report and recommendation	Steve Sheen s.sheen@manchester.gov.uk

<p>with Registered Providers (2019/09/05C)</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>			Executive) and the Executive Members for Housing and Regeneration and Finance and HR		
<p>Delivering Manchester's Affordable Homes to 2025 -Agreement of legal terms (2019/09/05D)</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>Heron House General Letting Consent (2019/11/25A)</p> <p>To agree to the disposal by Leasehold of office accommodation at Heron</p>	Chief Executive	Not before 24th Dec 2019		Briefing Note & Heads of Terms	Mike Robertson m.robertson@manchester.gov.uk

House.					
<p>Disposal of site of former Chorlton Leisure Centre for residential development (21/05/13A)</p> <p>Approval to the terms for the leasehold disposal of the site of the former Chorlton Leisure Centre for residential development.</p>	Strategic Director - (Growth and Development)	Not before 13th Jun 2021		Report to the Strategic Director of Growth and Development	Mike Robertson m.robertson@manchester.gov.uk
<p>Disposal of Buglawton Hall (2021/05/27A)</p> <p>To approve the freehold disposal of Buglawton Hall, Buxton Road, Congleton, Cheshire</p>	Chief Executive	Not before 25th Jun 2021		Briefing Note	Thomas Pyatt, Development Surveyor Tel: 0161 234 5469 thomas.pyatt@manchester.gov.uk
<p>Disposal of Simon House, Wavell Road, Wythenshawe for use as a data centre (2021/10/12A)</p> <p>Approval to the terms for the leasehold disposal of Simon House, Wavell Road, Wythenshawe for use as a data centre</p>	Strategic Director - (Growth and Development)	Not before 4th Jan 2022		Report to the Strategic Director of Growth and Development	Joe Martin, Development Surveyor joe.martin@manchester.gov.uk
<p>Procurement of Property Services Framework Contract (2021/11/26A)</p>	Strategic Director - (Growth and	Not before 26th Dec 2021		Evaluation documents of tenders received	Mike Robertson m.robertson@manchester.gov.uk

<p>To approve the evaluation and selection outcome of the procurement process for the property services framework.</p>	<p>Development)</p>				
<p>Land at New Smithfield Market (2021/12/23A)</p> <p>To dispose of land under two long leases to Barton & Redman in order to facilitate the expansion of their facility on site and the disposal of land under a long lease to Khanjra & Co for the development of a new warehouse on the site.</p>	<p>Chief Executive</p>	<p>Not before 23rd Jan 2022</p>		<p>Briefing note, scheme plan and site plan</p>	<p>Gill Boyle g.boyle@manchester.gov.uk</p>

3. Economy Scrutiny Work Programme – February 2022

Thursday 10 February 2022, 2.00pm (Report deadline Monday 31 January 2022)

Title	Purpose	Executive Member	Strategic Director/Lead Officer	Comments
Budget proposals 2022/23 - update	Consideration of the final budget proposals that will go onto February Budget Executive and Scrutiny and March Council.	Cllr White (Executive Member for Housing and Employment)	Pat Bartoli Angela Harrington Paul Hindle	
Work and Skills Strategy update	To review the draft refreshed Manchester Work and Skills Strategy including the findings and analysis of the mixed methods consultation activity	Cllr White (Executive Member for Housing and Employment)	Angela Harrington David Houliston	
LTE Group update	To receive an update from the LTE Group on Manchester College for the following areas <ul style="list-style-type: none"> • Quality and performance update; • Progress with the Colleges Estates Strategy; • Core Skills and T-levels; • Performance of Total People's delivery of apprenticeships in Manchester including a breakdown of occupational area and level and success rates 	Cllr White (Executive Member for Housing and Employment)	John Thornhill (LTE Group)	
Manchester Adult Education Service (MAES)	To receive a report from MAES on their quality and performance for the 2020 -21 academic year and their 2021-22 performance self assessment report and	Cllr White (Executive Member for	Angela Harrington	

	<p>2022/23 improvement plan.</p> <p>This will include how MAES has adapted following Covid and responding to the skills challenges in the City.</p> <p>It will also provide an update on ESOL and the ESOL Advice Service</p>	Housing and Employment)		
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 Craig (Leader)	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	Scrutiny Support	

Thursday 10 March 2022, 2.00pm (Report deadline Monday 28 February 2022)

Title	Purpose	Executive Member	Strategic Director/Lead Officer	Comments
Manchester Airport	<p>To receive a report on the current economic situation of Manchester Airport following the impact of COVID and the likely predictions for its economic future</p> <p>To include an update on Airport City North</p> <p>To include update on employment and recruitment opportunities at Manchester Airport</p>	Cllr Craig (Leader)	Pat Bartoli	
Manchester's Housing Strategy update	To receive and consider the final draft version of Manchester's Housing Strategy prior to approval by the Executive	Cllr White (Executive Member for Housing and Employment)	Becca Heron Alan Caddick	
Manchester Move Allocations policy	To be confirmed	Cllr White (Executive Member for Housing and Employment)	Alan Caddick	
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 Craig (Leader)	David Houlston Angela Harrington Pat Bartoli Ruth Ashworth	
Overview Report	The monthly report includes the recommendations	N/A	Scrutiny	

	monitor, relevant key decisions, the Committee's work programme and any items for information.		Support	
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Themes identified at the Committee's 2021/22 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
Manchester Airport	
To include information on addressing the economic recovery of the Airport whilst tackling the Climate Emergency.	

Previous Items identified by the Committee to be scheduled

Theme – Strategic Regeneration				
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Item	Purpose	Lead Executive Member	Lead Officer	Comments

Theme – Transport and Connectivity				
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Item	Purpose	Lead Executive Member	Lead Officer	Comments
Bus Franchising update	To receive a report on the Greater Manchester Mayor's proposals to franchise the region's bus service and the impact this will have on the city's economy.	Cllr Craig (Leader)	Pat Bartoli	

HS2 Bill (To be confirmed)	To receive a report on the HS2 Phase 2b Western Leg hybrid Bill, which will include the HS2 stations at Piccadilly Station and Manchester Airport, the line of route and associated infrastructure.	Cllr Craig (Leader)	Pat Bartoli Hilary Sayers	
Theme - Skills development for Manchester residents aged 16 and over.				
Item	Purpose	Lead Executive Member	Lead Officer	Comments
Higher Education provision and its impact on the City's economy	To be determined.	Cllr White (Executive Member for Housing and Employment)	Angela Harrington	
Theme – Growing the Manchester Economy				
Item	Purpose	Lead Executive Member	Lead Officer	Comments
Business Survival rates and the impact on the economy	To receive a report that details the survival rate of new start up business within the city and the economic impact to the city when these businesses fail	Cllr Craig (Leader)	Mark Hughes (The Growth Company) Louise Wyman Pat Bartoli Angela Harrington	

Theme - Miscellaneous				
Item	Purpose	Lead Executive Member	Lead Officer	Comments
Audit of Temporary Accommodation Costs	To receive a report for information that details the cost of Temporary Accommodation.	Councillor Rahman (Deputy Leader)	Mohamed Hussein	

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