



## **Economy Scrutiny Committee**

Date: Thursday, 8 September 2022

Time: 2.00 pm

Venue: Council Antechamber, Level 2, Town Hall Extension

**There will be a private meeting for Committee Members only at 1:45pm on Thursday 8 September 2022 in Room 2006, 2nd Floor, Town Hall Extension.**

Everyone is welcome to attend this committee meeting.

### **Access to the Antechamber**

Public access to the Council Antechamber is on Level 2 of the Town Hall Extension, using the lift or stairs in the lobby of the Mount Street entrance to the Extension.

**There is no public access from any other entrance.**

### **Filming and broadcast of the meeting**

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

**Councillors** - Johns (Chair), Bell, Good, Moran, Noor, Raikes, I Robinson, Shilton Godwin and Taylor

## Agenda

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**1. Urgent Business**

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

**2. Appeals**

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

**3. Interests**

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

**4. Minutes**

5 - 12

To approve as a correct record the minutes of the meeting held on 21 July 2022.

**5. Green Skills and Jobs**

13 - 30

Report of the Director of Inclusive Economy.

This report provides an update on the opportunities and challenges faced by Manchester as the city makes the transition to a zero-carbon future.

**6. Green Skills and Housing Retrofit**

31 - 40

Report of the Director of Inclusive Economy.

This report provides an update on the skills opportunities and challenges faced by Manchester to deliver large scale housing retrofit programmes to achieve low carbon standards. The report focuses on the skills system and implications for the city's economic growth and development in the context of Developing a More Inclusive Economy - Our Manchester Industrial Strategy and the ambition to be a zero-carbon city by 2038 at the latest.

**7. Social Value and Climate Change**

41 - 48

Report of the Head of Integrated Commissioning and Procurement.

This report provides an update on how the Council's Social Value

Policy, adopted by Executive in 2021 is being used to contribute economically to Manchester's ambition to be zero-carbon by 2038, supporting green jobs and skills.

**8. Overview Report**

49 - 68

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

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

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

The Council wants to consult people as fully as possible before making decisions that affect them. Members of the public do not have a right to speak at meetings but may do so if invited by the Chair. If you have a special interest in an item on the agenda and want to speak, tell the Committee Officer, who will pass on your request to the Chair. Groups of people will usually be asked to nominate a spokesperson. The Council wants its meetings to be as open as possible but occasionally there will be some confidential business. Brief reasons for confidentiality will be shown on the agenda sheet.

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Smoking is not allowed in Council buildings.

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## Further Information

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This agenda was issued on **Wednesday, 31 August 2022** by the Governance and Scrutiny Support Unit, Manchester City Council, Level 2, Town Hall Extension, Manchester M60 2LA

## **Economy Scrutiny Committee**

### **Minutes of the meeting held on Thursday, 21 July 2022**

**Present:**

Councillor Johns (Chair) – in the Chair

Councillors Bell, Good, Noor, Raikes, I Robinson, Shilton Godwin and Taylor

**Also present:**

Councillor Craig, Leader of the Council

Councillor Holt

Councillor Rawlins, Executive Member for Environment and Transport

**Apologies:** Councillor Moran

#### **ESC/22/27 Urgent Business**

None.

#### **ESC/22/28 Appeals**

None.

#### **ESC/22/29 Interests**

None.

#### **ESC/22/30 Minutes**

In moving the minutes, the Chair took the opportunity to commend the Council on being awarded Council of the Year at the recent Local Government Chronicle (LGC) Awards.

The Chair also advised that Councillors Holt and Wright were in attendance at the meeting in an observational capacity.

#### **Decision**

That the minutes of the meeting held on 23 June 2022 be approved as a correct record.

#### **ESC/22/31 Update on Manchester Active Travel Strategy and Investment Plan**

The Committee considered a report of the Strategic Director (Growth and Development) which provided an update on the production of an Active Travel Strategy and Investment Plan (MATSIP) for Manchester City Centre.

Key points and themes in the report included:

- The proposed vision and objectives for the MATSIP;

- The planned work programme and investment plans to develop strategy and to continue improving walking and cycling for all pedestrian users;
- A collaborative approach between the Council and Transport for Greater Manchester (TfGM) to deliver schemes to implement the Bee Network vision;
- Some of the £325,000 received from the 2021-22 DfT Active Travel Capability Fund was directed to produce the strategy and investment plans. Expert analysis and advice had been commissioned from transport and urban design consultants Sweco;
- How the MATSIP would recommend investment priorities and schemes for the immediate and medium terms with a long-term horizon of 2040 to match the GM2040 Strategy and the City Centre Transport Strategy;
- Five place-based workshops in each area of focus (North, Central, East, South and Wythenshawe) and digital engagement would be undertaken to facilitate stakeholder and resident engagement.

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

- A need to ensure active travel routes are accessible and safe to encourage usage;
- Routes needed to be well-connected, particularly to schools, hospitals and district centres;
- Clarification about revenue and capital expenditure;
- Whether stakeholder and resident engagement would be organised by consultants and if the scoping of this had already been undertaken;
- Concern over a lack of docking stations for Beryl Bikes in Wythenshawe;
- Parking on pavements and overgrown hedges and the safety issues these cause;
- How the MATSIP will tie in with public transport;
- Welcomed recent consultation outcomes being used to inform the strategy; and
- Could feedback from consultation on Beelines be incorporated into the strategy;

The Principal Policy Officer acknowledged the need for safe junctions to ensure that the active travel network is accessible, and this would be addressed through the development of the strategy. It was hoped that the MATSIP would tie together the different Council initiatives and early engagement was underway between partners in Neighbourhoods and Manchester Active.

The Principal Policy Officer reiterated the importance of the split between capital and revenue expenditure and further assessment of this was required to understand funding requirements. He explained that increased revenue allocation in the DfT Active Travel Capability Fund was anticipated, although the detail of this had not been confirmed.

In response to a query regarding the engagement programme, it was explained that this would be delivered by the Council with an intention to utilise the expertise of Neighbourhood Officers and Sweco consultants. Stakeholder mapping was ongoing and the wider details on consultation and engagement were not yet finalised.

With regards to Beryl bikes and the Greater Manchester Cycle Hire scheme, the Principal Policy Officer advised that funding for the initiative from the Mayor's Challenge Fund (MCF) was limited but the Council was working with TfGM to identify areas to extend the scheme to, although there was no exact timescale for this.

The Executive Member for Environment and Transport reiterated the need for the active travel network to be accessible for all residents and to encourage a modal shift to alternative transport methods. She also commented that member engagement in the scheme was key.

The Executive Member for Environment and Transport explained that the Growth and Development directorate could create a flowchart for the public to demonstrate how the MATSIP and national policy fit together and what will be delivered.

Concern over on-pavement parking was reiterated by the Executive Member and she explained that the Council was considering what powers it had to address the issue, with the possibility of launching pilot programmes.

The Interim Head of Infrastructure and Environment confirmed that outcomes from the Beelines consultation were available and could be used in a place-based way to look at land use and trip trends.

#### **Decision:**

That the Committee

- (1) notes the report and
- (2) notes that a further report setting out progress would be brought to a future Committee for consideration.

#### **ESC/22/32 HS2 Update and Petition**

The Committee considered a report of the Strategic Director (Growth and Development) which provided an update on the progress of the High Speed (Crewe – Manchester) Bill (known as 'HS2 Phase 2b') in Parliament and outlined the key issues which the Council intended to petition against.

Key points and themes in the report included:

- The Bill for Phase 2b would secure powers to implement new HS2 stations at Manchester Piccadilly and Manchester Airport, and a railway tunnel from Davenport Green to Ardwick with ventilation shafts at Junction 3A of the M56, Withington Golf Club (Palatine Road), a site near the Christie Hospital (Wilmslow Road), and Fallowfield retail park (Birchfield Road) in addition to more specific powers;
- The different stages that the Bill had been through in Parliament, including an Independent Assessors Report on consultations, a second reading of the Bill in

the House of Commons and an Additional Provision 1 which made amendments outside of Manchester;

- The most commonly raised issues, as summarised by the Independent Assessors Report, related to matters such as traffic and transport, ecology and biodiversity and community;
- A possibility of a second Additional Provision being deposited to make changes within and the city, which the Council may need to petition against;
- The Council's petition against the proposed scheme must be submitted to Parliament on or before 4th August 2022;
- The Council was reviewing the first Additional Provision to identify whether it should also submit a petition on that and would appear before the Select Committee once the petition is submitted;
- It was expected that HS2 Ltd may negotiate with the Council during the petitioning process, and the Council would seek measures to remedy the concerns and issues outlined.

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

- The Committee welcomed the report and Council's position;
- HS2 was an integral part of levelling-up in the North;
- Closing the Ashton Metrolink line to enable the construction of a HS2 station at Piccadilly would create significant transport issues, particularly once the Co-op Live arena is open;
- Had any feedback been received regarding the suggestion of constructing a Metrolink depot at Ashton Moss to enable the existing Ashton Metrolink line to remain open during construction of the station at Piccadilly;
- Concern over plans to construct a 2000-space car park at Piccadilly station and the impact this would have on congestion and carbon neutral targets;
- What the potential funding mechanism would be for Manchester Airport should the government be unable to provide funding;
- The tram turnback facility should be located at Velopark instead of New Islington as proposed by the Bill; and
- The importance and history of rail travel in Manchester.

The Leader of the Council provided assurances that the Council had a strong case with their petition and that the Council would continue to make its case for significant investment in the rail network. She also confirmed that there was no clarity on the funding mechanism for the Airport station, which was currently the only unfunded proposition, despite having suggested the possibility of private equity investment to government.

The Director of City Centre Growth and Infrastructure explained that specific analysis on the economic impact of closing the Ashton Metrolink line had not yet been undertaken but would be assessed. The government had noted the Council's position on this.



The Director of City Centre Growth and Infrastructure commented that the government were continuing with the proposal to build a 2000-space car park at Piccadilly despite the Council's argument that this contradicts the policy position on climate change, sustainable transport, and carbon neutrality.

It was advised that the Ashton Metrolink line would need to be closed as the construction of HS2 required severing the track and inserting a pile.

Members' view that the tram turnback facility should be located at Velopark was reiterated by officers, who explained that this would improve network efficiency particularly when events were scheduled at the Etihad Stadium or the Co-op Live arena.

**Decision:**

That the Committee

- (1) noted the report and
- (2) endorse the recommendations for the Executive.

**ESC/22/33 Northern Powerhouse Rail**

This item was withdrawn from the agenda.

**ESC/22/34 Moving Traffic Offences Enforcement**

The Committee considered a report of the Director of Highways which provided an overview of changes in legislation which allowed local highways authorities to enforce moving traffic offences such as no entry, yellow boxes, banned turns, traffic restrictions and environmental weight limits.

Key points and themes in the report included:

- The benefits of enforcement of moving traffic offences such as
  - Improved road safety including pedestrian and cyclist safety, supporting modal shift to sustainable transport options
  - Reduced highway congestion
  - Improved journey times for public transport and emergency service vehicles
  - Improved air quality, reduction in transport related emissions contributing to carbon net zero targets
  - Reallocation and saving of police time
- Local authorities have power to take on civil enforcement of certain moving traffic and parking contraventions by decriminalising the offences;
- Enforcement by CCTV cameras has proven to improve levels of compliance with road traffic regulations;
- The initial implementation programme and trial sites from January 2023;

- A future proposal for enforcement of parking on school Keep Clear markings.

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

- Welcomed the changes to regulations;
- Why a trial period was necessary;
- What did moving traffic offences and the acronym CEA refer to;
- The future proposal for enforcement of parking on school Keep Clear markings understated the benefit this would have on road safety;
- A speedy roll out of measures following the trial period was encouraged;
- Whether enforcement would apply to right-turning vehicles in a yellow box where oncoming traffic is congested;
- Could the Council ask developers to partially fund ANPR cameras in future schemes; and
- The possibility of including other contraventions and sites in the trial;

The Director of Highways clarified that moving traffic offences referred to any offence against signs or traffic regulations and that CEA was an acronym for civil enforcement area, which was the whole of city in this instance.

It was explained that a trial period was necessary to ascertain what the level of adherence may be and exactly how much enforcement would be required. It would also allow the Council to learn lessons before imposing regulations city-wide. The Director of Highways advised that each yellow box would have between 2 and 4 ANPR cameras, which would record all types of contraventions within the box and that the measures were intended to reduce the likelihood of congestion in yellow boxes. The Director of Highways confirmed that the Council could ask would developers for contributions to fund ANPR cameras as part of the approval process for development schemes. He stated that he would ask the Development Control team in the Highways department to consider the suggestion further.

In response to a query as to why enforcement for parking on zigzags was not included in the trial, the Director of Highways explained that there was an ongoing shortage of mobile cameras typically used to enforce this and the Council was trying to find a solution which can be located at various school sites across the city. Enforcement Officers will continue to patrol and monitor sites where zigzags are in use.

The Executive Member for Environment and Transport reiterated the Committee's comment that the future proposal for enforcement of parking on school Keep Clear markings needed to emphasise the benefit this would have on road safety and that this would be a key message when communicating the new powers. This would be shared with the Council's Communications team.

The Director of Highways noted the Committee's suggestion of including other contraventions and sites in the trial and stated that he would discuss the possibility of including an additional site in the trial with the Executive Member, depending on availability of funding. The expenditure involved with running the trial period had been taken from the parking reserves, which was acknowledged as a valid use of funds,

and the income generated from enforcement would be repositied into the parking budget for future activity and investment.

**Decision:**

That the Committee notes the report.

**ESC/22/35 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.

**Decision**

That the Committee note the report.

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## Manchester City Council Report for Information

**Report to:** Economy Scrutiny Committee – 8 September 2022

**Subject:** Green Skills and Jobs

**Report of:** Director of Inclusive Economy

### Summary

Manchester's Work and Skills strategy set out the city's approach to developing a work and skills system that meets the needs of residents and businesses, connecting businesses to talent and residents to sustainable and healthy work opportunities.

This report provides an update on the opportunities and challenges faced by Manchester as the city makes the transition to a zero-carbon future. The report focuses on the challenges and opportunities in the skills system and implications for the city's clean and economic growth in the context of Our Manchester Strategy, Liveable and Low Carbon theme ambition to be a zero-carbon city by 2038 at the latest

### Recommendations

Members are recommended to comment on the content of the report and proposed approach.

**Wards Affected:** All

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

Climate change and zero-carbon is an important theme in the new Work and Skills strategy and this report seeks to set out the ambition to ensure that our residents have the skills needed to support the transition to zero-carbon and how the education and skills providers in the city will need to respond.

Manchester Strategy outcomes	Summary of how this report aligns to the OMS
A thriving and sustainable city: supporting a diverse and distinctive economy that creates jobs and opportunities	The report aims to define how Manchester works together to create the demand for green skills, employment and training opportunities that supports business growth and connects employment opportunities to our residents.

A highly skilled city: world class and home-grown talent sustaining the city's economic success	The report will define how Manchester works together with training organisations and employers ensuring residents can gain the green 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	Transitioning to a zero-carbon city will help to attract new investment 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	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	Major investment in sustainable transport will be required which will support the city's net zero ambition and also has the potential to create significant numbers of new jobs.

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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 City Council - Council, *Climate Emergency Declaration*, July 2019  
 Economy Scrutiny, *Green Economy* (Nov 2019)  
 Economy Scrutiny, *Refresh of Manchester's Work and Skills Strategy*, (June 2021)  
 Our Manchester Strategy – Forward to 2025, Executive (March 2021)

## 1.0 Introduction

- 1.1. Manchester has declared a climate emergency and aims to be zero carbon by 2038. It is important to draw out how the new Work and Skills Strategy contributes to achieving net zero from an employment, skills and business perspective.
- 1.2. The Greater Manchester Combined Authority ([GMCA](#)) evidence indicates that the Low Carbon Environmental Goods and Services sector is thriving in Greater Manchester, with over 45,000 people employed, and estimated annual sales of £6.7bn.
- 1.3. Green skills, low carbon employment opportunities and business growth and innovation remain fundamental components of Manchester's current & future growth and are crucial to making sure that we build an inclusive economy in which all our residents can benefit from the city's success. Skills will be required to fill roles to drive domestic retrofit, renewables generation, zero carbon new builds, low carbon vehicles, infrastructure development and environmental activities.

## 2.0 Background

- 2.1. Manchester's Climate Change Framework and Action Plan is the city's high-level strategy for tackling climate change and runs from 2020-2025 and is currently undergoing a refresh of the high-level framework and actions. The Work and Skills Strategy will run alongside the Climate Change action plan, reinforcing its objectives of carbon literacy, investment in skills and training, and building the skills of our residents.
- 2.2. Manchester's Strategic Housing Strategy commits that 50% of homes built by 2025 will be low or zero carbon, at least a third of the city's 70,000 social homes will be retrofitted to low carbon standards by 2032, and a retrofit programme will be developed for all the houses in the city. The Work and Skills team will ensure that their strategy is aligned with the Housing Strategy and more importantly their emerging retrofit plan.

## 3.0 Policy Context

- 3.1. Defining the green economy remains a challenge with several different definitions and levels of understanding. The United Nations definition is an economy that is "low carbon, resource efficient and socially inclusive."
- 3.2. Defining and measuring green skills (or low carbon skills) is equally a challenge, as it is applicable across many sectors in some capacity, for example, transport, education, construction, digital and financial and professional services. Office for National Statistics have themselves stipulated [the challenges of defining a "green job"](#).
- 3.3. The green economy is defined as one in which value and growth are maximised across the whole economy, while natural assets are managed

sustainably see [skills for a green economy](#). Whilst there is a focus on some of the environmental or carbon reduction industries, there also needs to be a wider focus to include some of the generic skills that businesses need to improve resource efficiency (e.g., project and risk management, resource efficiency) and any technical skills or processes needed as they work towards reducing their carbon emissions.

- 3.4. The [UK Government Taskforce report set out the 10 point plan](#) in November 2020 to support 2 million green jobs by 2030. It forms part of the Government's Green Industrial Revolution, convened by ministers from the Department for Business, Energy and Industrial Strategy (BEIS) and Department for Education (DfE), and is made up of members from industry, trade unions, the skills sector. And the Net Zero Strategy [Build Back Greener October 2021](#) (October 2021) builds on the above report and sets out an ambition for its targets and policies to support the transition of local labour markets to ensure people have the right skills to make the most of these opportunities.
- 3.5. [Closing the UK's green skills gap \(Green Alliance\)](#) highlights the need for action to ensure the UK job market has the skills necessary for the green economy. It identifies specific gaps in skills and recommendations for the development of an integrated skills programme to marry the Government's environmental ambitions with its economic and social aims. The Findings;
  - Every major sector in the UK needs to close a significant skills gap to enable them to reach net zero.
  - The sectors with the most pressing emissions reductions by 2030 face the most immediate skills shortages, including **housing and transport**. Along with land use, these sectors already face shortages to deliver the status quo, let alone progress on net zero.
  - Eighty per cent (80%) of the current workforce will still be active in 2030. As well as attracting new green entrants there should be a focus on transferring existing skills and retraining for the green economy
- 3.6. Committee on Climate Change (CCC) presented a [Progress Report to Parliament June 2022](#) and have been critical of the Government policies. Whilst the Government has put forward policies to help workers adjust to a changing labour market, the report highlights that there are policy gaps and limitations in our understanding of future changes which can put at risk our efforts to decarbonize.
- 3.7. The Department for Education published a [Sustainability and Climate Change Strategy](#) (April 2022) that embeds green skills and climate in education and training. While this strategy includes a strong set of actions and policies, such as prioritising green skills in the Skills and Post 16 Education Act, it is unclear the pace and scale of implementation a result. Key actions points include:
  - [Climate education](#)
  - [Green skills and careers](#)



- [Education estate and digital infrastructure](#)
- [Operations and supply chains](#)
- [International](#)
- [Leadership, engagement and next steps](#)

3.8. Fundamentally the DfE Sustainability and Climate Change Strategy sets out how skills reforms will support more people into green jobs and help grow future talent pipelines. This includes:

- aligning apprenticeships to net-zero objectives through the Institute for Apprenticeships and Technical Education's (IfATE) Green Apprenticeships Advisory Panel
- continuing the roll-out of T-Levels to support young people into green careers
- driving STEM provision through our growing network of Institutes of Technologies (IoTs)
- expanding Skills Bootcamps so that adults are able to upskill and retrain in key green sectors

3.9. Through the Skills and Post-16 Education Bill, Government is keen ensure employer leadership of Local Skills Improvement Plans (LSIPs) have regard to skills needed to help deliver on our net-zero target, adaptation to climate change, and other environmental goals.

3.10. Locally at a Northwest and Greater Manchester level there are a number of key initiatives the City is involved in including:

- [Net Zero North West](#) - a pan-regional group of businesses and universities aim to coordinate a skills response to climate change challenge and aim to develop the UK's first regional skills plan
- [GM Green City:](#)
- [GMCA retrofit action plan:](#)
- [GMCA skills intelligence report for Low Carbon Buildings:](#) August 2020
- [GMCA green economy skills report:](#) February 2022
- [Your Home Better](#) – Retrofit options for the able to pay market.

3.11. Other organisations including the Business Growth Hub and the Greater Manchester Chamber of Commerce support businesses of all sizes in the city to access support, advice and guidance including access to finance. The Chamber is leading the development of the Local Skills Improvement Plan (LSIP) in GM to ensure that employers are at the heart of the GM skills system and to maximise opportunities from the recently published Skills White Paper and green skills will be one of a number of key priorities within the LSIP.

3.12. In summary:

- There is a wealth of local and national policy in relation to net zero, green skills (see appendix 1 that summarises the key policy areas).

- National policy is not currently driving change at the pace and scale required, either in retrofit, new build standards with a lack of clear coherence in the skills for the future.
- The Committee on Climate Change has been critical of Government policy indicating that there are policy gaps and funding limitations affecting the ability to decarbonise.
- There are competing priorities [locally] for policy makers, for example balancing the demand for more housing with the need to increase zero carbon standards in new builds.
- The capital cost for retrofit, renewable energy or nature-based solutions alongside a lack of grant funding and an under-developed supply chain is discouraging businesses and residents from investing at a time of economic uncertainty and in the midst of a cost-of-living crisis.
- There are limited market signals to stimulate supply chain growth and the lack of pipeline is affecting the provision of skills development, further restricting capacity for action at scale.
- Manchester and Greater Manchester is committed to climate action and local policy interventions and funding is supporting the development of the skills in order to be able to scale up for the opportunities that will be derived within green economy.

#### **4.0 Education and Skills: Challenges**

- 4.1. There remains some uncertainty in terms of skills demand projections at a Manchester and Greater Manchester level. However, there is a level of assurance based on the Greater Manchester Skills Deep Dive, based on the 5 pillars of the low carbon economy;
  - Low carbon buildings
  - Transport and Infrastructure
  - Energy
  - Waste
  - Natural Capital
- 4.2. The table below outlines the areas of focus that are most relevant under each pillar in terms of skills development for Manchester.

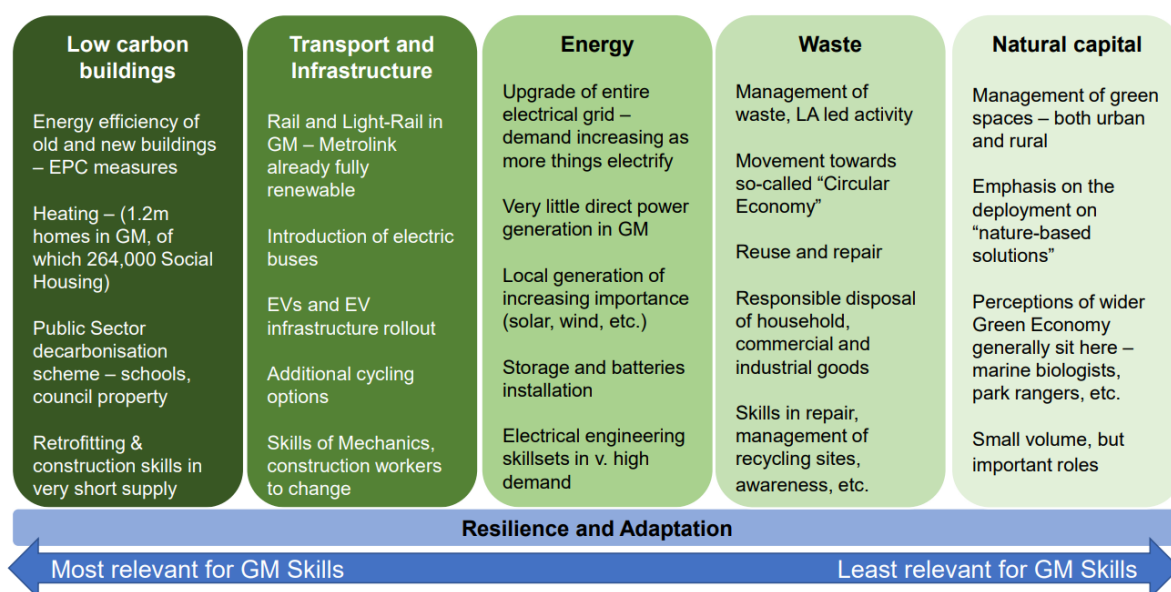


Figure 1 Key Pillars from GMCA green economy skills deep dive

4.3. The table below highlights the sectors where there is likely to be the greatest level of changes by occupation. A transition to net zero will impact most sectors, but this will be in varying degrees. Human-based sectors like education, health and social care, or hospitality will see little change, whereas sectors like construction, manufacturing, and logistics are likely to see the biggest changes.

Limited Change	Medium Change	High Change
<b>Health &amp; Social Care</b> <ul style="list-style-type: none"> <li>Ageing population increasing demand in most roles</li> <li>Nurses, social workers &amp; care workers in high demand</li> <li>Little direct impact</li> </ul>	<b>Public Sector / VCSE</b> <ul style="list-style-type: none"> <li>Waste and council services will see some impact</li> <li>Policing, fire services unlikely to see much change</li> <li>Growth of community groups</li> </ul>	<b>Construction / Infrastructure</b> <ul style="list-style-type: none"> <li>Large shifts for engineers, architects, designers</li> <li>New roles and different skills needs for most tradespeople</li> <li>Energy infrastructure skills</li> </ul>
<b>Hospitality / Leisure / Culture</b> <ul style="list-style-type: none"> <li>Sector short staffed in most roles, particularly kitchen staff</li> <li>Automation in some areas</li> <li>Chefs &amp; front of house staff roles unlikely to change</li> </ul>	<b>Finance &amp; Professional Services</b> <ul style="list-style-type: none"> <li>Supporting “green” professional services – financing options, law</li> <li>Accountants &amp; Insurance may see change in content of work</li> <li>Environmental consultancy</li> </ul>	<b>Logistics / Transport</b> <ul style="list-style-type: none"> <li>Vehicle maintenance with shift from ICEs to EVs for logistics fleets and warehousing</li> <li>Electrification and maintenance of train/tram networks</li> </ul>
<b>Education</b> <ul style="list-style-type: none"> <li>Teaching staff unlikely to see any material change</li> <li>School facilities staff may have new duties</li> <li>Careers guidance in GE</li> </ul>	<b>Digital / Tech</b> <ul style="list-style-type: none"> <li>Rapid pace of change in sector</li> <li>Innovation and digital solutions likely to be common</li> <li>Importance of software, cybersec, data analysis</li> </ul>	<b>Manufacturing</b> <ul style="list-style-type: none"> <li>Some changes in automation and low-carbon manufacturing</li> <li>Skills gaps in certain technical roles e.g. advanced materials.</li> <li>Trend towards industry 4.0</li> </ul>

Figure 2 - Decarbonisation impact on occupations in key sectors -Source: GMCA Industry Labour Market & Skills Intelligence Report Green Economy Feb 2022

4.4. The education and skills system is a crucial factor in our ability to deliver on our ambition of being a zero-carbon economy by 2038. In addition to the environmental crisis there is a fundamental social and economic driver to ensuring our residents are equipped with the necessary skills to fill these roles in order to maximise employment & skills opportunities for Manchester residents.

- 4.5. Qualification structures are not quite agile or flexible enough to deal with the changes needed at scale and pace particularly in relation to apprenticeship/degree curriculum which can take time to approve. Short courses and modular qualifications could be a short-term solution and is continually being developed through Bootcamp training.
- 4.6. The need for upskilling is huge, but incentives do not support this. Many of the existing workforce in technical occupations e.g., mechanical engineers are already very busy with full order books and there is no incentive to train in new skills for the green economy.
- 4.7. There is a drain of talented STEM learners who remain in the education system as the UK is fundamentally a university-focused country, where degrees are prioritised over practical vocational or technical learning, needed in much of the construction & transport related sectors with the biggest green skills requirements in GM.

## **5.0 Moving From Carbon Intensive Industries**

- 5.1. [Oxford Economics](#): Green Growth opportunities for the UK 2021 suggests that many of the new green jobs will emerge as a result of the transformation of existing roles. Certain carbon-intensive activities, such as those linked to fossil fuels, will need to scale back over the coming decade. Skills and training will therefore play a pivotal role in the UK's ability to deliver and capitalise on the net zero transition.
- 5.2. The city has a primary focus on reducing carbon from its carbon heavy buildings and transport. GMCA's decarbonisation impacts on occupations (see 4.3 figure 2) indicates that Manchester is less likely to be affected by the decarbonisation of carbon heavy industries as indicated in the Oxford economics study e.g., UK coal-fired power plants, coal, oil, and gas industries which will close by 2025.
- 5.3. It is difficult to calculate any net job losses as a result of a decline in carbon heavy industries, as new green jobs will continue to emerge. It is likely that in Manchester, many jobs will require a level of upskilling as opposed to complete job losses
- 5.4. Accelerating our shift to carbon neutrality will mean that some businesses that do have carbon intensive operations will need support on their journey to net zero - without constraining growth. The largest sector affected in Manchester is the manufacturing sector which account for approximately 750 enterprises in the City. We must ensure there is the capacity in the business support system for the Business Growth Hub to support these businesses in their journey to Net Zero.

## 6.0 Facilitating the opportunities

- 6.1. The refreshed Work and Skills Strategy sets out a commitment to develop a Green Skills Action Plan to support the transition to a zero-carbon economy to meet the increased demand for green skills. A key focus of this action plan is to ensure it is supported through a range of partners in the education and skills sector, including the University of Manchester, MMU, The Manchester College, GC Skills Company and One Manchester and will include the key priorities set out in the refreshed work and skills strategy:
- 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, building on the Combined Authority's Green Economy Skills Deep Dive.
  - Support and enhance ongoing carbon literacy and communications with businesses, schools, colleges and other learning and training providers by working with GMCA and commissioners to embed Carbon Literacy into new and existing programmes
  - 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
  - Work with training providers and employers to plan for and build capacity for identified future skills needs
- 6.2. A green skills action plan stakeholder event took place on 21 July to further develop the city's green skills action plan. The purpose of this session was to engage partners across Manchester to co-design and develop a green skills action plan for the city. The action plan will focus on how Manchester businesses and residents are supported with the skills needed to deliver the opportunities that will be derived from the city's objective of becoming a net zero City by 2038. See appendix 2 emerging green skills action plan.
- 6.3. Manchester City Council has good partnerships and relationships with schools, colleges, training providers and universities to drive and influence this agenda. The University of Manchester and Manchester Metropolitan University have a strong track-record of harnessing their expertise in this field to work alongside business and industrial partners, local and national government, community groups, charities, schools and colleges e.g. projects such as Future Economies, Industry 4.0 and the work relating to [Net Zero North West](#)
- 6.4. The Careers Education, Information Advice and Guidance network (CEIAG) is convened by the Work & Skills Team that brings career leads from schools and colleges to network and share best practice. "Green Skills" has been a regular theme in discussions with the network. A strong focus on the promotion of Science, Technology, Engineering and Maths (STEM) subjects, as a route for students to benefit from opportunities in the City's growth sectors. In addition to STEM, the network focuses on Skills for Life which promotes a city-wide approach for young people to develop the core skills needed for employment and life. These skills will help equip the City's young

people with the light green skills needed for the low-carbon economy. Groundwork has supported the work and skills team to develop an easy-to-read guide for educators and careers staff to help provide quality advice. The intention is to road test a toolkit for school careers staff through the network and pilot this in interested schools in the academic year 2022-23.

- 6.5. Bee Green Education Led summit in June 2022 provided advice, resources and tools to support Manchester's education settings to be greener. The Bee Green Education Summit provided Manchester's education leaders the opportunity to learn about different issues and solutions associated with climate change in educational settings. The successful summit was for head teachers, business managers and governors from all education settings across Manchester.

The summit will have various elements including:

- A live marketplace
  - A large student zone
  - Interactive workshops
  - Local school green action planning
- 6.6. Apprenticeships offer an opportunity to respond to the need for green skills by developing new apprenticeship standards which allows employers to shape qualifications. In the City, as well as nationally the number of apprenticeship starts has reduced since Covid. The apprenticeship levy remains a source of funding for levy paying employers to upskill existing staff and recruit new talent with the skills needed for a low-carbon economy.
- 6.7. New “Flexi-Apprenticeships” will be available through Calico Enterprise who have been awarded a share of a £7 million government fund to support the creation of new flexible apprenticeships across the North of England. Calico Enterprise are working in partnership with Procure Plus and will focus their energies on the construction and retrofit sector.
- 6.8. T Levels provide technical & vocational skills designed to be a complementary route to apprenticeships and A-levels at post-16. They are matched to 15 sectors but not currently matched to all professions on the Shortage Occupancy List (SOL). Many of the skills gaps which currently exist in the low-carbon energy sector are listed on the SOL. The Manchester College is piloting a number of T-levels, including construction, which presents a specific local opportunity for Manchester. Investment in the Manchester College means that it is well placed to provide the high-quality relevant learning at a local level for Manchester residents – as referenced in the separate retrofit skills report on Economy Overview & Scrutiny agenda.
- 6.9. The GMCA commissioned Low Carbon Academy has benefitted from ESF (European Social Fund) funding of £1.1m to deliver the [Skills For Retrofit - Low Carbon Academy](#), which is part of North West Skills Academy. The Retrofit academy will train and upskill over a thousand individuals to retrofit buildings across Greater Manchester. The funding will launch a Retrofit Skills

Hub. Partners within the Retrofit Academy include, The Manchester College, Oldham College, Procure Plus and Fabric. Since launching, the Academy has supported more than 2,000 individuals across 900 businesses to become upskilled in the retrofit market. There are currently more than 400 people training for retrofit qualifications at the Academy.

### **The Low Carbon Academy Courses**

- solar thermal installation
- heat pump installation
- NVQ's for retrofit
- understanding domestic retrofit
- retrofit assessor and advisor
- retrofit coordinator
- sustainable constructions skills

6.10. GMCA is currently re-tendering for the delivery of Construction & Green Skills Bootcamps until 31<sup>st</sup> March 2023, with the potential to extend until 31st March 2025. This is Department for Education (DfE) through the National Skills Fund (NSF) to help adults build skills for the economy of the future; complementing provision available through the Adult Education Budget (AEB).

6.11. Skills Bootcamps offer free flexible courses of up to 16 weeks giving people the opportunity to build up sector specific skills and fast track to an interview with a local employer. The key objectives of skills bootcamps are to:

- Address the needs of employers to fill skills shortage vacancies requiring specialist skills and improve business productivity.
- Address the needs of adults to retrain and upskill whatever their starting point.
- Provide clear line of sight to a new role / opportunity / contract.
- Diversify the talent pipeline by targeting groups underrepresented in key sectors.

Skills Bootcamps are targeted at all adults aged 19+ who are in-work, self-employed, unemployed, returning to work after a career break and prisoners on temporary release or due to be released within six months. With a focus on specific priority groups.

6.12. Carbon literacy training is being rolled out to all of the City Council's commissioned work club leads/staff members. Our Climate, Our City- Carbon Literacy Training will expand the knowledge of work club leads on climate change. Our long-term aim is for work clubs/ centres to become accredited and deliver talks on sustainability/carbon literacy training to residents attending the work club as well as other staff members. In addition, the council will support this by providing labour market information relating to the green economy

6.13. One Manchester Community Renewal Funded (CRF) Green, Employment & Skills Project has CRF funding until November 2022. This project creates new



paid for roles within the growing “green” sector where residents can benefit from a paid for work placement. The project is delivering 125 supported green jobs such as those relevant to: sustainability, retrofit, construction, environmental management, recycling & reuse, renewable energy, and electric vehicles. The project supports 3–6-month placements paid at the real living wage.

6.14. As at 24/06/22 the Green Skills programme has generated the following:

Expressions of interest (EOI) in total	899
Eligible candidates	431
NEET (under 18)	5%
NEET (18-24)	23%
Over 50s	26%
Lone parents	13%
BAME	43%
People with disabilities:	21%
No. work placements which have commenced with partner organisations	48

6.15. Green skills programme case study. Karin joined One Manchester's Green Employment & Skills programme as she was out of work and struggling to find a suitable job around her existing childcare commitments. Karin gained a job directly with the Groundwork Greater Manchester as an Environmental Education Assistant, delivering low carbon careers programme aimed at people aged 18-25 years old, to help get them into the green sector. Karen now loves what she does, and this programme has boosted her confidence and helped her to return to work.

See full story here [Karin's story- Green Employment and Skills Programme](#)

6.16. Manchester Adult Education Service (MAES) is working towards embedding sustainability into learning. MAES is developing an approach to embed sustainability into their curriculum and establish a whole-service approach to carbon literacy training and awareness. This will enable all learners to develop their skills and knowledge. MAES will recruit an environmental education project lead who will work across the service to ensure that environmental and sustainability is integrated across the curriculum and identify a range of opportunities/community projects to allow adult learners to develop their understanding of carbon literacy in the community.

6.17. Manchester City Council can use its existing networks to communicate the benefits of investment in green skills clear and the opportunities this provides in terms of innovation, sustainability, efficiencies and productivity. The Business Growth Hub's BEE Net Zero initiative has put in place all the support necessary for businesses to take steps now - [Bee Net Zero | The journey to becoming Net Zero](#).

## 7.0 Conclusion



- 7.1. Despite a complex and challenging policy landscape and a lack of specific funding to accelerate skills development on a national level, Manchester is stimulating opportunities locally, such as One Manchester's Community Renewal Funded (CRF) Green, Employment & Skills Project, local skills bootcamps and the development of a partnership green skills action plan.
- 7.2. There is more work required to generally improve communications and better articulate the opportunities within the green economy. Work will take place with high schools to support careers advisers with an increased awareness alongside a longer-term communications campaign.
- 7.3. Manchester will build on events such as the BEE green Summit, and work with education and colleges to improve their awareness of the green economy.
- 7.4. Manchester's skills partners will be required to work closely with the Manchester Climate Change Agency to support the delivery of the skills priorities outlined in their recommended actions in the refresh Manchester Climate Change Framework.
- 7.5. Manchester will further develop the emerging codesigned Green Skills Action plan. The action plan will focus on how Manchester's training providers, businesses and residents are supported with the skills needed that will be derived from our ambitions to be net zero. The plan must be continually reviewed and adapted to ensure it is relevant to the changing skills and policy landscape alongside technological advancements. This provides a huge opportunity to drive forward a collaborative citywide approach with those truly invested in our ambitions to be net zero and to build traction and valuable input to help to overcome and tackle some of the challenges and deliver the skills needed for the future.

## **8.0 Recommendations**

- 8.1. Members are invited to comment on the report.

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## Appendix 1 - Policy summary

1. BEIS Net Zero Strategy: <https://www.gov.uk/government/publications/net-zero-strategy>
2. CBI skills and training needed for the green economy: <https://www.cbi.org.uk/articles/skills-and-training-forthe-green-economy>
3. CITB Building skills for net zero: <https://www.citb.co.uk/about-citb/construction-industry-research-reports/search-our-construction-industry-research-reports/building-skills-for-net-zero/>
4. Construction Leadership Council – CO2NSTRUCTZERO programme: [CO2nstructZero » Construction Leadership Council](https://www.clc.co.uk/co2nstructzero)
5. DfE Sustainability & Climate change strategy: <https://www.gov.uk/government/publications/sustainabilityand-climate-change-strategy>
6. Government 10-point plan for a green industrial revolution: [https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/936567/10\\_POINT\\_PLAN\\_BOOKLET.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/936567/10_POINT_PLAN_BOOKLET.pdf)
7. GMCA green economy skills report: <https://www.greatermanchester-ca.gov.uk/media/6019/gm-skillsintelligence-pack-green-economy-feb-2022.pdf>
8. GM Green City: <https://gmgreencity.com/>
9. GMCA retrofit action plan: [GMCA RetroFit Action Plan \(greatermanchester-ca.gov.uk\)](https://www.greatermanchester-ca.gov.uk/media/6019/gm-retrofit-action-plan.pdf)
10. GMCA skills intelligence report for Low Carbon Buildings: [https://greatermanchester-ca.gov.uk/media/4250/industry-labour-market-and-skills-intelligence-report-low-carbon-buildings-v1.pdf](https://www.greatermanchester-ca.gov.uk/media/4250/industry-labour-market-and-skills-intelligence-report-low-carbon-buildings-v1.pdf)
11. Green Jobs Taskforce report: <https://www.gov.uk/government/publications/green-jobs-taskforce-report>
12. Green Alliance (Independent Think Tank) Report: [https://green-alliance.org.uk/publication/closing-the-uks-green-skills-gap/](https://www.greenalliance.org.uk/publication/closing-the-uks-green-skills-gap/)
13. Groundwork Growing Green Careers Report: <https://www.groundwork.org.uk/growing-green-careers-report/>
14. Institute for Apprenticeships & Technical Education Sustainability Framework: <https://www.instituteofapprenticeships.org/developing-newapprenticeships/resources/sustainability-framework/>
15. Manchester Climate Change Agency: <https://www.manchesterclimate.com/>

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## Appendix 2 - Draft Green Skills Action Plan

<p>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, building on the Combined Authority's Green Economy Skills Deep Dive.</p>	<p>2. Support and enhance ongoing carbon literacy and communications with businesses, schools, colleges and other learning and training providers by working with GMCA and commissioners to embed Carbon Literacy into new and existing programmes</p>	<p>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 Residents, schools, colleges, and other learning and training providers.</p>	<p>5. Work with training providers and employers to plan for and build capacity for identified future skills needs</p>
<p><b>Objective 1a:</b> Establish a pipeline of opportunities which focus on construction, retro-fit, new build and electric vehicles and understand procurement opportunities</p> <p><b>Actions</b></p> <ol style="list-style-type: none"> <li>1. Work with Capital Programmes, Procurement and Housing to maximise Social Value Benefit from Investment in Carbon Reduction of MCC Estate and Housing Stock</li> <li>2. Work with partners to better align and maximise opportunities via Govt funded programmes and grants (such as CRF; AEB; NSF).</li> <li>3. Accelerate Business Growth Hub activities to enable SME's to develop green infrastructure; employment support; recruitment; social value</li> <li>4. Support the delivery of the Manchester Housing Retrofit Plan based on Housing Strategy delivery plan - working with procurement to develop stronger pipeline that can feed into training providers</li> </ol>	<p><b>Objective 2a:</b> Develop and deliver a city-wide comms programme to articulate the role of green skills in delivering climate change in the city</p> <p><b>Action</b></p> <ol style="list-style-type: none"> <li>1. Develop and deliver a partnership communications and channel plan segmented by audience.</li> </ol> <p><b>Objective 2b: Increase employer interactions with schools and colleges to develop green skills</b></p> <p><b>Actions</b></p> <ol style="list-style-type: none"> <li>1. Work with employers and training providers in the green sector to support their delivery of careers education activities</li> <li>2. Roll out LMI and "Every Job a Green Job " tool kit to schools across the City</li> </ol> <p><b>Objective 2c - Build capacity and increase take up of carbon literacy (at all levels) across all stakeholders in the city</b></p> <p><b>Actions</b></p> <ol style="list-style-type: none"> <li>1. Map and identify providers of carbon literacy and develop bank of resource to tailor messages to different audiences</li> <li>2. Increase the uptake of carbon literacy for residents, businesses &amp; schools in conjunction with other departments/partners e.g. Work Clubs</li> <li>3. Embed carbon Literacy into core curriculum (Pilot MAES)</li> </ol>	<p><b>Objective 3a:</b> Establish a definition of what we mean in Manchester by Green Skills and develop an improved understanding of green jobs to support messages to schools, businesses and residents</p> <p><b>Actions</b></p> <ol style="list-style-type: none"> <li>1. Agree a Manchester definition for Green Skills to assist in articulating this to residents.</li> <li>2. Facilitate local networking with One Manchester Green skills partnership and other local community initiatives to support local projects.</li> <li>3. Influence Bridge GM (GMACS) to ensure work is closely aligned to Manchester priorities</li> <li>4. Promote local opportunities, T levels and apprenticeships</li> <li>5. Promote LMI information and ensure it is cascaded to all relevant groups so it can be used to deliver activity (Links to School/college action 2b)</li> </ol> <p><b>Objective: 3b - Undertake a policy review relating to Green Skills including the adoption of best practice from other cities</b></p> <p><b>Action</b></p> <ol style="list-style-type: none"> <li>1. Work with University of Manchester to develop a Living Lab project to assist in the policy scan</li> </ol>	<p><b>Objective 5a:</b> Map providers in the city delivering green skills and influence how this links to the skills needed</p> <p><b>Action</b></p> <ol style="list-style-type: none"> <li>1. Deliver/facilitate a partnership meeting/session of training providers to improve collaboration /delivery identify gaps and target priority sectors and training needs based on pipeline.</li> </ol> <p><b>Objective 5b: Improve collaboration and sharing of best practice amongst training providers to better articulate current and emerging skills needs</b></p> <p><b>Actions</b></p> <ol style="list-style-type: none"> <li>1. Share learning and best practice with, and from membership of the One Mcr Green skills Employment Partnership</li> <li>2. Support training providers to influence accreditation of green skills and qualifications</li> </ol>

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## Manchester City Council Report for Information

**Report to:** Economy Scrutiny Committee - 8 September 2022

**Subject:** Green Skills and Housing Retrofit

**Report of:** Director of Inclusive Economy

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### Summary

This report provides an update on the skills opportunities and challenges faced by Manchester to deliver large scale housing retrofit programmes to achieve low carbon standards.

The report focuses on the skills system and implications for the city's economic growth and development in the context of Developing a More Inclusive Economy - Our Manchester Industrial Strategy and the ambition to be a zero-carbon city by 2038 at the latest.

### Recommendations

Members are recommended to note and comment on the content of the report.

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### Wards Affected: All

<b>Environmental Impact Assessment</b> - the impact of the issues addressed in this report on achieving the zero-carbon target for the city
A liveable and zero carbon city is an important theme in the new Work and Skills strategy and this report seeks to set out the ambition to ensure that our residents have the skills needed to maximise the opportunities provided by large scale retrofit programmes and how the education and skills providers in the city will need to respond to the retrofit future skills demand.

<b>Manchester Strategy outcomes</b>	<b>Summary of how this report aligns to the OMS</b>
A thriving and sustainable city: supporting a diverse and distinctive economy that creates jobs and opportunities	The report aims to define how Manchester works together to develop skills, employment and training opportunities that supports business growth alongside the development of future pipelines to connect employment opportunities to our residents.
A highly skilled city: world class and home-grown talent sustaining the city's economic success	The report will set out how Manchester works together with training organisations and employers ensuring residents can gain the retrofit 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	Delivering large scale retrofit programmes in the city will help to attract new investment which will 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	Ensure that our residents have the skills needed to support retrofit programmes, 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	Major investment in sustainable and connected housing will be required which will support the city's ambition and has the potential to create significant numbers of new jobs.

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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 City Council - Council, *Climate Emergency Declaration*, July 2019
- Economy Scrutiny, *Green Economy* (Nov 2019)
- Our Manchester Strategy – Forward to 2025, Executive (March 2021)
- Economy Scrutiny, *Refresh of Manchester's Work and Skills Strategy*, (Feb 2022)
- Economy Scrutiny, *Manchester Housing Strategy*, (June 2022)



## 1.0 Introduction

- 1.1 In 2019 Manchester set a target to become a zero-carbon city by 2038, with a challenging reduction of at least 50% of our direct CO2 emissions by 2025. By 2032 over 85% of the homes Manchester residents will be living in, have already been built. Therefore, a large-scale retrofitting programme is essential.
- 1.2 In achieving this target, the city must also look to addresses the inequalities highlighted by the Marmot Review and the need for healthier, warmer and more efficient homes across the city. The city has over 67,000 social housing, 93,000 private rented and 79,000 owner occupied properties. Whilst it is clear there is an urgent need to accelerate the delivery of housing retrofit, we must recognise that there are barriers to achieving this.
- 1.3 Large scale investment in retrofit programmes will drive the demand for green skills and provide the foundations to develop a local skills, employment, and business support offer, which in turn must support our ambitions to deliver a fair and just transition into low carbon homes, providing good quality and efficient homes for all our residents.

## 2.0 Construction Housing Sector Pipeline and Context

- 2.1 **Pipeline Economic Value (Source MCC Think Report 2021)** The GM Chamber and CITB Construction Pipeline Analysis is one of the most robust labour forecasting tools of its kind. It was last updated in 2021 for the first time in four years and the 2021-25 GM output is forecast to be £14.1bn, of which £5bn is in Manchester. Of that £5bn circa £1.5bn is in the housing sector.
- 2.2 **Deloitte Crane Survey 2022** In 2021, 14 new residential developments started on-site, bringing forward the construction of 3,729 new homes. Overall, the number of new homes under construction at year end in 2021 was 10,717 across 40 sites. On many of the sites that completed in 2021, development has been at a relatively large scale with 13 of these sites delivering over 200 homes. In Manchester, the most active area for residential completions in the heart of the City Core area.
- 2.3 The refreshed Manchester Housing Strategy (2022-2032) sets out the long-term vision, to deliver the city's housing priorities and objectives, building on progress already made, whilst tackling head on the scale and complexity of the challenges ahead. The Housing strategy indicates that as Manchester's population continues to grow, a further 36,000 new homes will need to be built by 2032. Of these new homes, 10,000 will be social and affordable homes. This is in addition the city council needing to retrofit 12,000 existing council homes.
- 2.4 The priorities for the new Housing Strategy have been agreed as follows:
  - Increase affordable housing supply and build more new homes for all residents.

- Work to end homelessness and ensure housing is affordable & accessible to all.
  - Address inequalities and create neighbourhoods & homes where people want to live.
  - Address the sustainability & zero carbon challenges in new and existing housing stock.
- 2.5 Manchester Climate Change Agency is refreshing its Framework and provides a clear message that retrofit of buildings at scale is critical. There will be a number of recommended actions that relate to skills priorities in relation to buildings and retrofit.
- 2.6 Construction Industry Training Board (CITB) – [Building skills for Net Zero 2021](#) indicate 40% of total emissions come from the construction and the built environment sector and the construction industry has a key role to play. The CITB report, Building Skills for Net Zero, demonstrates that this target cannot be met without a rapid and lasting transformation of the construction sector. This revolution must include industry-wide investment in skills, far-reaching skills policy reform and an unprecedented recruitment drive. The challenge is huge, and one in which every construction employer must play a role.
- 2.7 [GMCA Retrofit Task Force](#) brings together the key stakeholders in energy, education and infrastructure to ensure the city-region's homes and buildings are fit for a zero-carbon future. Its aim is to outline how home and building improvements can take place on a mass scale, while identifying opportunities to boost new skills, create good jobs, and drive investment in low-carbon industries. The Task Force includes representatives from local and national government, social landlords, building authorities, colleges, energy suppliers, industry experts and investors and is chaired by the GM Mayor.
- 2.8 Construction Sector Deal sets out an ambitious partnership between government and industry that aims to transform the sector's productivity through innovative technologies and a more highly skilled workforce.
- 2.9 The Housing Strategy alongside the GM Retrofit Taskforce and other Government programmes enables Manchester to be well placed to capitalise on the investment opportunities that retrofit brings and it is critical Manchester develops the skills and training for opportunities for Manchester residents to benefit from these opportunities.
- 3.0 Challenges**
- 3.1 Funding to undertake retrofit programmes remains the key challenge which is stifling the retrofit pipeline. This is in the both the social rented sector and is also a challenge in the private pay for market and private landlords. Research undertaken by Savills estimates the costs to retrofit a property range from £25,000 to £30,000 per dwelling based on stock condition. Assuming an average of £25,000 Manchester Council will require an investment of £211 million to retrofit the council's stock of over 12,000 properties. Government

funding for zero carbon works is currently limited to the poorest performing stock. Certainty of funding to plan for retrofit work is much needed.

- 3.2 This lack of retrofit pipeline has created some uncertainty as to whether there is the staffing resource to undertake large scale retrofit programmes. This is in addition to the “in-house” skills that will be required to maintain new technology, at a time when the wider construction sector is facing an unprecedented skills gap.
- 3.3 The Construction sector has been cited as seeing some of the worst skills and labour gaps when compared with other industries. Construction has long faced challenges in recruiting the people it needs and lacks diversity. Competition with other sectors for skills is getting more intense. Skills shortages in the construction sector are increasing. [CITB Construction Skills Network](#) report estimates an additional 53,200 workers will be required per year from 2022-2026.
- 3.4 Construction has an ageing workforce based on research conducted by the Chartered Institute of Building (CIOB) and a reliance on agency/contract work based on an Institute for Employment Studies report for [CITB \(Jan 2022\)](#). This is driving up rates of pay and providing appeal for short term insecure contracts.
- 3.5 The Green Alliance has published a report [“closing the UK’s green skills gap”](#), which highlights the need for action to ensure the UK job market has the skills necessary for the green economy to develop. The Green Alliance Report identifies specific gaps in skills and makes recommendations for the development of an integrated skills programme to marry the government’s environmental ambitions with its economic and social aims. The Findings;
  - Every major sector in the UK needs to close a significant skills gap to enable them to reach net zero.
  - The sectors with the most pressing emissions reductions by 2030 face the most immediate skills shortages, including housing and transport. Along with land use, these sectors already face shortages to deliver the status quo, let alone progress on net zero.
  - Eighty per cent (80%) of the current workforce will still be active in 2030. As well as attracting new green entrants there should be a focus on transferring existing skills and retraining for the green economy.
- 3.6 Specific skills funding relating to retrofit skills/training continues to be in development as the retrofit pipeline emerges. GM has secured £1.1m of European Social Funding to deliver retrofit skills however this is time limited and is predominately for short bootcamp training that is not sufficient to meet the broader skills demand.

#### **4.0 Opportunity**

- 4.1 Manchester has an opportunity to support the GM Retrofit Task Force which is leading on a three-year programme that aims to tackle the climate crisis through innovative finance solutions and building the supply and demand for

the skills and jobs needed to grow the supply chain. For example, the recently announced partnership with the Green Finance Institute (GFI) to provide practical and innovative financial solutions to support energy-efficiency improvements for thousands of homes across the city region will help to drive the demand for retrofit locally.

- 4.2 We must build on the good work already taking place in the delivery of retrofit training through the [GM Low carbon academy](#) – skills for retrofit. Since launching, the Low carbon Academy has supported more than 2,200 individuals across 1000 businesses to become upskilled in the retrofit market. There are currently more than 550 people training for retrofit qualifications at the Academy.

Courses include:

- Solar thermal installation
  - Heat pump installation
  - NVQ's for retrofit
  - Understanding domestic retrofit
  - Retrofit assessor and advisor
  - Retrofit coordinator
  - Sustainable constructions skills
- 4.3 The Manchester College is investing in its premises to accelerate and deliver retrofit skills provision alongside employers at both their Wythenshawe and Openshaw campuses alongside existing mainstream construction skills training.
- 4.4 Manchester must also maximise the opportunity through emerging industry specific courses and programmes including skills bootcamps, development of T-Levels and flexi apprenticeships. By bringing together key training partners including the Manchester College, Growth Company, training providers Employers, Housing and DWP (Department for Work and Pensions) we will look to unlock Government and devolved funding to accelerate skills provision alongside career pathways and guidance.
- 4.5 The Manchester College has developed the “T Award”. Those successful in gaining a place on their T Levels or Transition Programmes will be eligible for the ‘T Award’, which provides a package of benefits that includes:
- Free branded work wear
  - £300 per year bursary
  - Specialist training such as drone flight and 3D modelling
  - Guaranteed progression to a Higher Education course at UCEN Manchester
- 4.6 The College has also developed the “Jump Start Programme”. The programme offers a two-week introduction to the College’s Industry Excellence Academy, T Levels and T Level Transition Programmes. The programme is designed to inspire students to think like Architectural,

Construction and Engineering professionals, through a range of project-based learning challenges.

- 4.7 The Growth Company is working with employers to enhance the current Trafford Park Skills Centre and will create a new Green Skills Centre that will develop qualifications and training in emerging technologies including wind turbine, solar panels, ground source heat pumps and smart homes technology. The focus of the training is on upskilling existing employees and this new centre is scheduled to open in September.

#### 4.8 Case Study

  <div style="float: right;"> <a href="#">Apprenticeships</a> <a href="#">Courses</a> <a href="#">Higher Education</a> <a href="#">Adult Courses</a> </div>	
<h1>GREATER MANCHESTER SKILLCENTRE</h1> <p>The Greater Manchester SkillCentre is a purpose built, state-of-the-art training facility, specifically built for training the next generation of apprentices and trainees.</p>	
Name: Nathan Barnes-Lowe	
Position: Skills Development Tutor	
From: Hulme Manchester	
<p>I started on the Carpentry &amp; Joinery adult course in July 2021 whilst unemployed but always had a passion for C&amp;J the course was brilliant. I learned a lot from Craig my tutor who helped me progress through the course. It gave me the skills and knowledge to progress to where I am now. The Growth Company employed me as a C&amp;J Technician in November and since starting the role I have taken on other such roles as now I do the inductions for the college and also run the CSCS course as the company has put me through my assessor's qualification. It is a brilliant company to work for they completely changed my life and made my passion a reality, the courses they offer are run to a high standard and I would recommend them to anyone if they wanted to learn a trade.</p>	

- 4.9 **The Social Housing Decarbonisation Fund (SHDF)** committed £3.8bn Nationally to improve the energy performance of social rented homes over a 10-year period. The SHDF is currently starting its second wave. Wave 2 is expected to open in August/September 2022 with circa £800m of funding to support the installation of energy performance measures in social homes in England. The bid for Greater Manchester will be led by GMCA, and Manchester City Council, together with several RPs, is expected to put forward a significant funding bid to address Manchester properties. The work will be delivered over a two-year period starting in March 2023.

- 4.10 Collaboration therefore with Housing colleagues as part of the Housing Strategy 2022- 32, and the development of their Retrofit Plan for the whole of Manchester will help to establish and stimulate the retrofit pipeline. There is an opportunity to ensure that both employers and training providers are engaged to ensure Manchester training organisations can quickly scale up and deliver demand led training provision in retrofit as the pipeline develops. The Manchester work and skills team has convened a group of the main training providers in the City alongside Manchester Housing Partner and Provider Network (MHPP) to establish the current retrofit training provision in order to develop localised skills pathways based on the emerging pipeline.
- 4.11 The Council has established a Zero Carbon Finance and Investment Sub-group to investigate funding opportunities for zero carbon work and to engage with others externally on this agenda. Housing are also supporting the GMCA in identifying and developing new funding mechanisms for homeowners.
- 4.12 Working alongside Housing Strategy and Procurement it is crucial to ensure that skills are embedded as part of the Housing Retrofit Plan and funding is unlocked as the pipeline is developed. One example of this is Manchester City Council working the Carbon Co-op on the [Levenshulme Area Based Retrofit Scheme](#) to support the retrofitting pre-1919 terraced homes in South Manchester. Carbon Co-op acts as the client intermediary for the works, to design and deliver retrofit as one project. This approach allows for bulk procurement meaning houses of all tenure-types can benefit from economies of scale, in a pilot that can be replicated elsewhere.
- 4.13 The Red Coop also have a speciality in retrofit and have delivered successful projects in Manchester which has provided helpful insight and methods which can demonstrate the practical and financial benefits of retrofit which is being used to deliver the GMCA led [YOUR HOME BETTER](#). Working with Urbed and carbon co-op, Red Coop have also developed a [Retrofit Pattern Book](#) that aims to radically improve the quality of the construction on retrofit, which can be used in developing skills provision.
- 4.14 There is an opportunity to use social value to develop meaningful engagement with residents, schools and communities to equip them with the guidance and knowledge that highlight the skills and employment pathways of the future. Mapping employers and business owners to become T-level delivery partners presents an opportunity for employers to deliver their social value commitments. As industry partners the college provides employers with an industry partnership award scheme that recognises and promotes the level the level of engagement a useful tool to report and demonstrate the impact of activities.
- 4.15 A good example of using social value to deliver engagement in green skills is on the Our Town Hall Project. The project utilised their contractors and design team to support the Speakers for Schools Green Skills Week and Work Experience Initiative. During the week 23 students attended from a variety of Manchester schools and colleges, and were provided with valuable insight



days, practical experience and access to unique training and recruitment opportunities.

See feedback from the students below in *Figure 2*.



- 4.16 Build on the Our Year activity and that of the BEE Green summit to create and implement STEM (Science, Technology, Engineering and Maths) and CEIAG (Careers Education Information Advice Guidance) programmes and materials to support the development of a future workforce generation that are passionate about the environment and who want to join the battle against the climate emergency. This also presents an opportunity to further disrupt formal academic pathways and promote apprenticeship and T-level routes.
- 4.17 The strength of the construction pipeline and future retrofit pipeline suggests that Construction could be perceived by residents as a secure industry. This presents an opportunity for residents with recent work experience from industries which might have suffered upheaval, job losses or now seem insecure.

## 5.0 Conclusion

- 5.1 GM construction pipeline is very strong, and the sector is already faced with significant skills challenges alongside an aging workforce. Many of the skills required for retrofit are a divergence of existing construction skills, which are already in high demand.
- 5.2 The high capital cost of retrofit and a lack of grant funding alongside an under-developed supply chain is discouraging property owners to retrofit.
- 5.3 There are pockets of best practice taking place in relation to the delivery of retrofit training in Manchester through the Manchester College, Growth Company, Carbon Co-Op and the Retrofit Academy.

- 5.4 Training providers are aware of the challenges and the need to adapt and flex retrofit skills/training, ensuring the most up to date technology being deployed in the industry.
- 5.5 It is important that retrofit skills are embedded as part of Manchester's Housing's Retrofit Plan so when funding is unlocked, Manchester's training organisations can scale up and deliver employer/demand led skills required to retrofit Manchester's homes.
- 5.6 Manchester's skills partners will also work closely with the Manchester Climate Change Agency to support the delivery of the skills priorities outlined in their recommended actions of the refresh Manchester's Climate Change Framework.

## **6.0 Recommendation**

- 6.1 It is recommended that the Committee note and comment on the content of the report.



## Manchester City Council Report for Information

**Report to:** Economy Scrutiny Committee – 8 September 2022

**Subject:** Social Value and Climate Change

**Report of:** Head of Integrated Commissioning and Procurement

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### Summary

This report provides an update on how the Council's Social Value Policy, adopted by Executive in 2021 is being used to contribute economically to Manchester's ambition to be zero-carbon by 2038, supporting green jobs and skills.

### Recommendations

The Committee is recommended to:-

- (1) Consider and comment on the information in the report.
- 

### Wards Affected: All

<p><b>Environmental Impact Assessment</b> - the impact of the issues addressed in this report on achieving the zero-carbon target for the city</p>
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<p>The subjects discussed in this report have a direct impact in relation to the Council's consumption emissions i.e., the emissions embodied in the goods, services and works that the Council procures.</p>
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<p><b>Equality, Diversity and Inclusion</b> - the impact of the issues addressed in this report in meeting our Public Sector Equality Duty and broader equality commitments</p>
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<p>The measures being taken on climate change in procurements are part of the council's wider approach to driving social value, which is set out further in the Council's Social Value policy and its Ethical Procurement Policy.</p>
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<p>The Social Value Policy specifically identifies particular priority groups for focusing social value, including Black, Asian and Minority Ethnic people and disabled people.</p>
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Manchester Strategy outcomes	Summary of how this report aligns to the OMS/Contribution to the Strategy
A thriving and sustainable city: supporting a diverse and distinctive economy that creates jobs and opportunities	Through commissioning and procurement, the council seeks suppliers that can help create wider social value for the city.
A highly skilled city: world class and home grown talent sustaining the city's economic success	<p>The 2021 Social Value Policy recognises that greater value will be achieved if we focus efforts that benefit people who are more likely than most to be at a disadvantage.</p> <p>As such, we particularly prioritise the following groups for actions aimed at creating social value:</p> <ul style="list-style-type: none"> <li>• Children and young people, looked after children, care leavers, young people who are or at risk of becoming NEET and young people involved in or at risk of being involved in the criminal justice system;</li> <li>• long-term unemployed with an underlying health condition or complex needs;</li> <li>• Promoting equality for Black, Asian and Ethnic Minority residents;</li> <li>• disabled people;</li> <li>• older people;</li> <li>• vulnerable adults overcoming a crisis or, domestic violence and abuse, rough sleepers.</li> </ul>
A progressive and equitable city: making a positive contribution by unlocking the potential of our communities	
A liveable and low carbon city: a destination of choice to live, visit, work	
A connected city: world class infrastructure and connectivity to drive growth	

Full details are in the body of the report, along with any implications for:

- Equal Opportunities Policy
- Risk Management
- Legal Considerations

### Financial Consequences – Revenue

There are no direct financial consequences

### Financial Consequences – Capital

Not applicable

### Contact Officers:

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Name: David Houlston

Position: Head of City Policy

Telephone: 07534 288788

E-mail: [david.houlston@manchester.gov.uk](mailto:david.houlston@manchester.gov.uk)

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

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

The Council's Social Value Policy, which is available on the Council's website, sets out the Council's framework for what it wants to achieve on social value, including in relation to the creation of employment opportunities and climate change.

## 1. Introduction

- 1.1. This report provides an update on how the Council's Social Value Policy, adopted by Executive in 2021 is being used to contribute economically to Manchester's ambition to be zero-carbon by 2038, supporting green jobs and skills.
- 1.2. The report complements another report on this agenda relating to the development of green skills within the city to deliver retrofit and other low carbon initiatives

## 2. Background

- 2.1. Since 2007, the Council has sought to encourage suppliers to invest in the city and to offer employment opportunities for Manchester residents. The Social Value Act in 2012 provided the opportunity to formally take this into account in considering tenders and, since then a weighting of 20% has been given to Social Value in tenders for all goods, works and services procured by the council.
- 2.2. The overall objectives of the original 2014 Social Value Policy were to:
  - Create employment & skills opportunities needed to build back better
  - Provide the best employment that you can
  - Be part of a strong local community
  - Develop a locally based and resilient supply chain
  - Keep the air clean
  - Make your organisation greener
- 2.3. A review of Social Value outcomes achieved in 2017 agreed that these objectives were still valid but that, in the light of experience, the approach could be targeted to achieve specific employment outcomes for those citizens most in need of support. Priority cohorts were identified and listed and tenderers were requested to outline how Social Value proposals would benefit these specific groups of people.
- 2.4. The revision of the Council's Social Value Policy in 2021 was driven by the need to take account of the effect of the Covid-19 pandemic on the population and also to formally commit to a reduction in the emissions associated with the goods, services and works contracts that the council procures.
- 2.5. The updated priority cohorts now include those disproportionately affected by the pandemic including over 50s who have suffered economic hardship as a result of unemployment and Black and Minority Ethnic residents who endured disproportionate health impacts as follows:
  - Children and young people, looked after children, care leavers, young people who are or at risk of becoming NEET and young people involved in or at risk of being involved in the criminal justice system

- long-term unemployed with an underlying health condition or complex needs
  - Promoting equality for Black, Asian and Ethnic Minority residents
  - disabled people
  - older people
  - vulnerable adults overcoming a crisis or, domestic violence and abuse, rough sleepers
- 2.6. A significant innovation to the policy has been the rolling out of a 10% weighting in the evaluation of tenders specifically in relation to climate change and the environment. This is primarily intended to ensure that council's suppliers recognise the climate emergency and share the council's commitment to achieve net zero carbon emissions by 2038 (if not sooner).
- 2.7. A report on progress in relation to carbon reduction in procurement was considered by the Council's Environment and Climate Change Scrutiny Committee on 23 June 2022. The report advised that the results of the approach will take time to become evident as it requires lead in times for procurers, commissioners and supplier to become familiar with the requirement and there is a lag between a procurement and implementation of a contract and a further period of time before the effects are fully rolled out.

### **3. Main issues**

- 3.1. Green Skills and Social Value are distinct agendas with their own aims, but which overlap. For example:
- The employment of green skills in Manchester will contribute to the city's environmental (and hence social value) objectives
  - The employment of Manchester residents, and in particular our social value priority groups, generates social value for the city
  - Companies that develop skills more widely in Manchester, beyond their own organisation, (e.g. working with colleges and schools), create social value.
  - Residents and businesses that have highly developed green skills are well equipped to use those skills outside of the region which contributes to the growth of the Manchester economy
- 3.2. From a procurement perspective, the Council looks to drive social value through both its specifications for what it is looking for, and by asking bidders to demonstrate what further social value they can provide.
- 3.3. It is expected that as a result of the provision of carbon literacy training to all staff, specifications for services will have an increasing focus on carbon reduction "by design". This is already evidenced in the area of construction where low carbon is included in designs for buildings but the approach taken during the construction by the appointed contractors will minimise carbon consumption as a result of the 10% carbon reduction weighting in procurement.

- 3.4. The additional social value suppliers can bring to the table, is sought via Manchester's social value policy as outlined in 2.6 above. Here the Council is interested in the additional social value delivered than might otherwise be the case. A retrofit contract will naturally contribute to the Green Skills agenda but not necessarily to the social value agenda unless a bidder showed how it will be working with local colleges (for example) and particularly targeting skills development on Manchester's priority groups
- 3.5. Technically the development and employment of green skills, where there is a direct social value impact targeted on Manchester's social value priority groups is more likely to contribute to the 20% social value weighting, which is firmly aligned to the social value priority of "creating the employment and skills opportunities we need to build back better".
- 3.6. The approach to social value over recent years has become more prescriptive with tenders now requesting certain Social Value outcomes in line with the priorities outlined in the Policy. The Integrated Commissioning and Procurement Unit is implementing new systems to help make better use of the forward pipeline of contracts which will provide more opportunity to target specific types of contract. For example, an ICT system supplier based in the USA would be unlikely to be able to provide direct employment opportunities and so could be asked to contribute towards addressing Digital Exclusion, providing support for Care Leavers etc. The Council's banking contract provides support for young people with personal budgeting.
- 3.7. Construction projects are most likely to lead to creation of specific roles and the standard approach is to request that contractors provide opportunities for employment, permanent or apprenticeships and other trainees, targeted towards local people. It would follow that the nature of the construction project would lead to varying opportunities. An example is that the Our Town Hall project has provided a number of opportunities for Manchester people to enter into the field of heritage building restoration
- 3.8. Recognised as an important area for several reasons, another report on this agenda is being considered in relation to the efforts are being made to stimulate green skills through recruitment and training for the delivery of retrofit projects such as low carbon heating systems, insulation, solar and cladding.
- 3.9. We are currently working with authorities across Greater Manchester around a more harmonised set of social value measures, whilst retaining flexibility for measures in relation to local priorities. This, along with new contract systems, will provide a portfolio-wide picture of (for example) skills and employment opportunities created and support the contract management and monitoring. By design these measures, at a portfolio-level, have to be flexible enough to apply to a wide range of contracts, so standard social value measures do not breakdown (for example) by type of skill (e.g. green skills, health and care skills etc). But at a project level, where there are specific commitments in relation to green skills, these would be tracked accordingly to ensure that the

linkages between Social Value and Green Skills are identified and acted upon.

#### **4. Recommendations**

4.1. The Committee is recommended to:-

(1) Consider and comment on the information in the report.

#### **Appendices**

There are no appendices to this report.

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**Manchester City Council  
Report for Information**

**Report to:** Economy Scrutiny Committee – 8 September 2022

**Subject:** Overview Report

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

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**Summary**

This report provides the following information:

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

**Recommendation**

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

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**Wards Affected:** All

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**Contact Officers:**

Name: Charlotte Lynch  
Position: Governance and Scrutiny Team Leader  
Telephone: 0161 219 2119  
Email: [charlotte.lynch@manchester.gov.uk](mailto:charlotte.lynch@manchester.gov.uk)

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**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

## 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 **11 July 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					
<b>Strategic land and buildings acquisition</b>	City Treasurer (Deputy Chief	Not before 1st Dec 2022		Checkpoint 4 Business Case &	Richard Cohen r.cohen@manchester.gov.uk

<b>2019/06/03B</b>  The approval of capital expenditure for the purpose of the strategic acquisition of land and buildings to support the Eastlands Regeneration Framework.	Executive)			Briefing Note	
<b>Strategic land and buildings acquisition 2019/06/03C</b>  The approval of capital expenditure for the purpose of the strategic acquisition of land and buildings to support the Eastlands Regeneration Framework	City Treasurer (Deputy Chief Executive)	Not before 1st Dec 2022		Checkpoint 4 Business Case & Briefing Note	Richard Cohen r.cohen@manchester.gov.uk
<b>Disposal of site of former Chorlton Leisure Centre for residential development (21/05/13A)</b>  Approval to the terms for the leasehold disposal of the site of the former Chorlton Leisure Centre for residential development.	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
<b>Disposal of Buglawton Hall (2021/05/27A)</b>  To approve the freehold disposal of Buglawton Hall,	Strategic Director - (Growth and Development)	Not before 25th Jun 2021		Briefing Note	Thomas Pyatt, Development Surveyor Tel: 0161 234 5469 thomas.pyatt@manchester.gov.uk

Buxton Road, Congleton, Cheshire					
<b>Restructure of existing multiple ground leases at Manchester Science Park into a new overriding single head lease (2021/07/16A)</b>  Restructure of existing multiple ground leases at Manchester Science Park into a new overriding single head lease.	Strategic Director - (Growth and Development)	Not before 16th Aug 2021		Report and recommendations	Mike Robertson m.robertson@manchester.gov.uk
<b>Strategic approach to developments of social homes via a city-wide New Build Local Lettings Policy (LLP) (2021/08/10A)</b>  Executive adopts the New Build LLP for immediate implementation.	Executive	15 Sep 2021		Report and recommendations	Martin Oldfield m.oldfield@manchester.gov.uk
<b>Procurement of Property Services Framework Contract (2021/11/26A)</b>  To approve the evaluation and selection outcome of the procurement process for the property services framework.	Strategic Director - (Growth and Development)	Not before 26th Dec 2021		Evaluation documents of tenders received	Mike Robertson m.robertson@manchester.gov.uk

<b>Land at Downley Drive, New Islington/Ancoats (2022/02/18B)</b>  Land disposal by way of lease for residential development at Downley Drive, New Islington/Ancoats.	Strategic Director - (Growth and Development)	Not before 18th Mar 2022		Report and recommendations	
<b>Our Town Hall Level 5 and 6 Fit Out (2022/03/30A).</b>  To approve capital expenditure to fit out levels 5 and 6 of Manchester Town Hall.	City Treasurer (Deputy Chief Executive)	Not before 28th Apr 2022		Checkpoint 4	Jared Allen jared.allen@manchester.gov.uk
<b>Northwards Housing Programme 2022/23 - Internal Work to Properties (2022/04/19A)</b>  The approval of capital expenditure for the Northwards Housing 2022/23 Capital Programme Internal Work to deliver essential health and safety work, security improvements and environmental improvements.	City Treasurer (Deputy Chief Executive)	Not before 19th May 2022		Checkpoint 4 Business Case	Martin Oldfield m.oldfield@manchester.gov.uk
<b>Northwards Housing Programme 2022/23 -</b>	City Treasurer (Deputy Chief	Not before 19th May		Checkpoint 4 Business Case	Martin Oldfield m.oldfield@manchester.gov.uk

<b>External Work to Properties (2022/04/19B)</b>  The approval of capital expenditure for the Northwards Housing 2022/23 Capital Programme – External Work to deliver essential health and safety work, security improvements and environmental improvements.	Executive)	2022			
<b>Northwards Housing Programme 2022/23 - Adaptations (2022/04/19C)</b>  The approval of capital expenditure for the Northwards Housing 2022/23 Capital Programme – Adaptations to deliver essential health and safety work, security improvements and environmental improvements.	City Treasurer (Deputy Chief Executive)	Not before 19th May 2022		Checkpoint 4 Business Case	Martin Oldfield m.oldfield@manchester.gov.uk
<b>Public Building Repairs and Maintenance (2022/06/26B)</b>  The Deputy Chief Executive and City Treasurer has	City Treasurer (Deputy Chief Executive)	Not before 26th May 2022		Report and recommendation D3 Public Buildings R&M contract	Richard Munns r.munns@manchester.gov.uk

agreed to award a 12-month extension with effect from May 2023 to the contract for planned and preventative maintenance to MCC public buildings – including reactive repairs and small works via a Measured Term Contract to Equans, the current provider. The contract has an annual value of £5.65m and, as a result of the extension will end in April 2024.					
<b>Asset Management Programme 2022/23 Budget (2022/04/26C)</b>  To approve capital expenditure for the Council's citywide assets.	City Treasurer (Deputy Chief Executive)	Not before 26th May 2022		Checkpoint 4 business case	Richard Munns r.munns@manchester.gov.uk
<b>Disposal of the former Gala Bingo, Rowlandsway, Manchester, M22 5RS (2022/05/19A)</b>  Approval to the terms for the leasehold disposal of the former Gala Bingo, Rowlandsway, Manchester, M22 5RS.	Strategic Director - (Growth and Development)	Not before 19th Jun 2022		Report to the Strategic Director of Growth and Development	Joe Martin, Development Surveyor joe.martin@manchester.gov.uk

<p><b>Acquisition of strategic asset in Wythenshawe (2022/06/10B)</b></p> <p>Approval of the capital expenditure required for the acquisition of the asset.</p>	<p>City Treasurer (Deputy Chief Executive)</p>	<p>Not before 7th Jul 2022</p>		<p>Report to Executive on 29/06/2022 and Delegated approval report to the Strategic Director of Growth and Development and City Treasurer</p>	<p>Mike Robertson m.robertson@manchester.gov.uk</p>
<p><b>Manchester Accommodation Business Improvement District 2023 - 2028 (2022/06/17A)</b></p> <p>To formally approve that a ballot be undertaken by Civica Election Services (acting on behalf of Manchester City Council) between 9 August 2022 and the 5 September 2022 for an Accommodation BID in Manchester City Centre.</p>	<p>Executive</p>	<p>22 Jul 2022</p>		<p>Proposal and Business Plan For Manchester Accommodation Business Improvement District 2023 – 2028</p>	<p>Liam Crichlow liam.crichlow@manchester.gov.uk</p>
<p><b>This City - new scheme development (2022/06/17B)</b></p> <p>To give capital expenditure approval to build a mixed development of market and accessible rent properties,</p>	<p>City Treasurer (Deputy Chief Executive)</p>	<p>Not before 17th Jul 2022</p>		<p>Report and recommendation</p>	<p>Alan Caddick, Interim Director of Housing and Residential Growth Alan.Caddick@manchester.gov.uk</p>



initially through the Council before transferring to a Council-owned company during the build.					
<b>Remediation and Refurbishment work to City Art Gallery &amp; Queens Park Conservation Studios (2022/06/28A)</b>  To approve capital expenditure for essential remediation work to City Art gallery and Queens Park Conservation Studios.	City Treasurer (Deputy Chief Executive)	Not before 28th Jul 2022		Checkpoint 4 Business Case	Richard Munns r.munns@manchester.gov.uk
<b>Housing Affordability Fund Budget (2022/06/28B)</b>  The approval of capital expenditure for affordable housing via a dedicated HAF budget.	City Treasurer (Deputy Chief Executive)	Not before 28th Jul 2022		Checkpoint 4 Business Case	Yvette Ryle, Project Manager Yvette.ryle@manchester.gov.uk
<b>Large Scale Renewable Energy Project (2022/07/13B)</b>  To purchase a large scale solar farm, associated storage and maintenance arrangements.	City Treasurer (Deputy Chief Executive)	Not before 13th Aug 2022		Executive Report	Leader
<b>Disposal of Fielden Park</b>	Strategic	Not before		Report to the	Mike Robertson

<p><b>PRU site as part of larger disposal of Manchester College Fielden Park Campus (2022/07/13A)</b></p> <p>Approval of the terms agreed for the freehold disposal of Fielden Park PRU</p>	Director - (Growth and Development)	13th Aug 2022		Strategic Director of Growth and Development	m.robertson@manchester.gov.uk
<p><b>King Street Multistory Car Park &amp; King Street West Shops 35-47 (22/07/18A)</b></p> <p>Approval to the surrender of the City Councils Leasehold interested to support the redevelopment of the site, as consented under planning application 129251/FO/2021</p>	Strategic Director - (Growth and Development)	Not before 18th Aug 2022		Confidential report and recommendations	Lousie Hargan l.hargan@manchester.gov.uk
<p><b>The Northern Gateway HIF Infrastructure Programme (2022/07/26A)</b></p> <p>To approve capital expenditure of up to £33.7m, the balance of the available allocation of £51.6m Housing Infrastructure Fund Government grant, following the approval of an initial tranche of £17.9m.</p>	City Treasurer (Deputy Chief Executive)	Not before 26th Aug 2022		Checkpoint 4 Business Case	Ian Slater i.slater@manchester.gov.uk

<p>This will cover the construction period for the delivery of flood mitigation works, infrastructure and utilities provision in the Red Bank Neighbourhood.</p>					
<p><b>Hammerstone Road Depot Additional Funding (2022/08/01A)</b></p> <p>To approve Capital Expenditure for further works which include, but are not limited to, scope changes for improved low carbon specifications, works to the façade, roof and drainage and inflationary cost pressures.</p>	<p>City Treasurer (Deputy Chief Executive)</p>	<p>Not before 1st Sep 2022</p>		<p>Checkpoint 4 Business Case</p>	<p>Richard Munns r.munns@manchester.gov.uk</p>
<p><b>This City: Contractor and Design Team Fees (2022/08/10A)</b></p> <p>To approve capital expenditure for the delivery of This City: Norther Quarter (Postal Street) in order to appoint a contractor under a Pre-Construction Services Agreement to progress</p>	<p>City Treasurer (Deputy Chief Executive)</p>	<p>Not before 10th Sep 2022</p>		<p>Checkpoint 4 Business Case</p>	<p>Sarah Narici sarah.narici@manchester.gov.uk</p>

work on a mixed development of market and Manchester Living Rent properties until planning permission has been granted.					
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### 3. Economy Scrutiny Work Programme

Thursday 8 September 2022, 2pm (Report deadline Monday 27 August 2022)

Item	Purpose	Lead Executive Member	Lead Officer	Comments
Green Jobs and Skills	To consider a report that considers the delivery of green jobs and skills in a broader context in Manchester's ambition to be a zero carbon economy by 2038. The report will consider which sectors have the greatest potential to create green jobs and the issues of balancing demand and supply for the education and skills sector. It will also consider the need for re-skilling of employees working in carbon intensive industries.	Councillor Hacking	Angela Harrington	
Green Skills and Housing Retrofitting	To receive a report that considers the opportunities and challenges in creating the skills & training system needed to maximise the opportunities in sectors of most importance to Manchester, with a particular focus on the retrofitting of houses.	Councillor Hacking Councillor White	Angela Harrington	
Social Value and Climate Change	To receive a report that provides an update on how the Council's Social Value Policy, adopted by Executive in 2021 is being used to contribute economically to Manchester's ambition to be zero-carbon by 2038, supporting green jobs and skills.	Councillor Akbar	Peter Schofield. David Houliston	
Overview Report	This is a monthly report, which includes the recommendations monitor, relevant key decisions, the Committee's work programme and any items for information.	-	Scrutiny Support Officer	

**Thursday 13 October 2022, 2pm (Report deadline Tuesday 4 October 2022) – To be held at The Forum in Wythenshawe**

Item	Purpose	Lead Executive Member	Lead Officer	Comments
District Centres	To consider a report that provides information on the activities and initiatives to support and develop District Centres. The report will provide information on Levelling Up funding and the Shared Prosperity Funding. The report will further describe the progress to date following the findings and recommendations of the District Centres Subgroup.	Councillor White	David Lynch	See the District Centres Subgroup - Final recommendations considered at the meeting of Economy Scrutiny 5 March 2020.  Split between funding update and case studies of different district centres.
Overview Report	This is a monthly report, which includes the recommendations monitor, relevant key decisions, the Committee's work programme and any items for information.	-	Scrutiny Support Officer	

**Thursday 10 November 2022, 2pm (Report deadline Tuesday 1 November 2022)**

Item	Purpose	Lead Executive Member	Lead Officer	Comments
Update on the 2023/24 budget position	To receive a report on the Council's anticipated budget position for 2023/24, the budget process and draft proposals for any services in the remit of this committee	Councillor White Councillor Craig Councillor Hacking	Becca Heron Tom Wilkinson	
Inclusive Economy Narrative and Strategy	TBC		Becca Heron	
Poverty Strategy	This report will set out the revised Poverty Strategy for the city which will cover all households in the city, those with and without children. The Strategy will take account of the cost of living increase, impact of covid and remain focused on the long-term causes and structural nature of poverty in the city. It will be co-designed with stakeholders including those with lived experience and will be aligned with the Marmot Build Back Fairer GM recommendations & action plan.	Councillor Midgley	Angela Harrington Peter Norris	
Overview Report	This is a monthly report, which includes the recommendations monitor, relevant key decisions, the Committee's work programme and any items for information.	-	Scrutiny Support Officer	

**Thursday 8 December 2022, 2pm (Report deadline Tuesday 29 November 2022)**

Item	Purpose	Lead Executive Member	Lead Officer	Comments
Living Wage City	To update on progress with Manchester's ambition to become a Living Wage City. It will outline the Living Wage Action Plan and the role of the anchor institutions in championing the living wage. It will also provide the latest Living Wage figure and an update on the number of employers in the city which are paying it. The report will also include information on the Greater Manchester Good Employment Charter. The City Council is already an accredited Living Wage Employer by the national Living Wage Foundation (accredited in 2019), but now the ambition is to expand this pledge and urge as many businesses as possible to pay their employees a true living wage and support them to lead prosperous, happy and healthy lives.	Councillor Craig Councillor Midgley	Angela Harrington  Peter Norris	The Committee have requested that a number of invited guests from a range of different sectors are present to contribute to this item.
Greater Manchester Good Employment Charter	To invite the Growth Company to provide an update on progress with the GM Good Employment Charter since it was launched, setting out how it drives good employment beyond the Living Wage, the number of Manchester businesses and organisations accredited and the supported provided to businesses and organisations embarking on accreditation.	Councillor Craig	Angela Harrington  Ian McArthur	
Active Travel Strategy Update	To receive a report that provides an update on the Active Travel Strategy. This report will describe the principles, vision and objectives of the strategy.	Councillor Rawlins	Pat Bartoli	
Overview Report	This is a monthly report, which includes the recommendations monitor, relevant key decisions, the Committee's work programme and any items for information.	-	Scrutiny Support Officer	



**Thursday 12 January 2023, 2pm (Report deadline Monday 31 December 2022)**

Item	Purpose	Lead Executive Member	Lead Officer	Comments
Employment and Training Opportunities from Major Capital Programmes	To receive a report that describes the employment and skills opportunities for Manchester residents that have resulted from the Council's major capital investment programme. This report will focus on but will not be restricted to the Our Town Hall project and the Factory.	Councillor Rahman Councillor Hacking	Angela Harrington	
State of Highways	TBC	Councillor Rawlins	Steve Robinson	
Overview Report	This is a monthly report, which includes the recommendations monitor, relevant key decisions, the Committee's work programme and any items for information.	-	Scrutiny Support Officer	

**Thursday 9 February 2023, 2pm (Report deadline Tuesday 31 January 2023)**

Item	Purpose	Lead Executive Member	Lead Officer	Comments
Budget Report	Consideration of the final 2023/24 budget proposals that will go onto February Budget Executive and Scrutiny and March Council.	Councillor White Councillor Craig Councillor Hacking	Becca Heron Tom Wilkinson	
Local Plan	To receive a report on the Local Plan. The Manchester Local Plan guides development within Manchester. It was previously known as the Local Development Framework.	Councillor Craig	Julie Roscoe	
Housing Allocations Policy Update	To receive a report following a review of the Housing Allocations Policy.	Councillor White	Alan Caddick	
Landlord Licensing Post-Consultation	TBC	Councillor White		
This City Plan	TBC	Councillor White	Alan Caddick	
Overview Report	This is a monthly report, which includes the recommendations monitor, relevant key decisions, the Committee's work programme and any items for information.	-	Scrutiny Support Officer	

**Thursday 10 March 2023, 2pm (Report deadline Tuesday 28 February 2023)**

Item	Purpose	Lead Executive Member	Lead Officer	Comments
LTE Group update	To receive an update from the LTE Group on its performance and strategy. The update report will also provide information on the work of Novus to support ex-offenders.	Councillor Hacking	John Thornhill LTE Group Angela Harrington	
Manchester Adult Education Service (MAES)	To receive and update from Manchester Adult Education Service on performance.	Councillor Hacking	Brian Henry Angela Harrington	
Update on Manchester's Labour Market	The Labour Market in Manchester in line with national trends has experienced a period of volatility following covid, with vacancies across the foundational economy as well as in key growth sectors. This report will set out the latest position along with the approaches being used to meet skill and labour market needs.	Councillor Hacking	Angela Harrington	
Overview Report	This is a monthly report, which includes the recommendations monitor, relevant key decisions, the Committee's work programme and any items for information.	-	Scrutiny Support Officer	

**Items to be scheduled**

Item	Purpose	Lead Executive Member	Lead Officer	Comments
Design for Life and Resizing	TBC	Cllr White	Dave Thorley	

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