

Work and Skills Strategy 2022-27

January 2022

Foreword

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

Introduction to the Work and Skills Strategy

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

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

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

Context

City Context

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

According to the [2021 State of the City Report](#):

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

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

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

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

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

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

Opportunities

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

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

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

Challenges

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

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

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

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

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

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

Impact of COVID-19

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

Consequences of the pandemic include:

- strains in public finances, affecting community and environmental conditions

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

Clinical impact:

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

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

Economic impact:

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

Unemployment increased in wards corresponding to communities experiencing racial inequalities.

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

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

Strategic and Policy Context

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

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

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

The main strategies supporting the Work and Skills Strategy are:

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

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

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

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

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

Build Back Fairer in Greater Manchester – The Marmot Review

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

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

- income, poverty and debt

- work and unemployment

The Build Back Fairer report summarises that:

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

Evidence base

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

Data and intelligence

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

COVID-19 has adversely impacted many years of progress and continues to create volatility in the labour market and careers, employability and skills provision.

Evidence shows that policy, strategy and activity must be flexible and responsive in tackling COVID-19 impacts.

Desktop Research

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

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

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

Listening and engagement

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

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

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

Themes

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

A thriving and sustainable city

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

Case study - Living Wage Pilot

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

A highly skilled city

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

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

Case study – Digital Skills Bootcamps

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

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

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

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

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

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

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

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

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

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

Our priorities to create a highly skilled city are to:

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

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

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

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

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

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

A progressive and equitable city

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

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

Case study - The Factory

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

A liveable and zero-carbon city

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

Case study - One MCR

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

A connected city

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

Case Study – Digital Inclusion

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Delivering the Work and Skills Strategy

Governance

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

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

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

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

Our Priorities in delivering and governing the strategy include:

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

Partnerships

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

Our main partners are:

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

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

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

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

Appendix 1 – Priorities, outcomes and indicators

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

Thriving and Sustainable City Priorities

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

Thriving and Sustainable City Outcomes

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

Thriving and Sustainable City Indicators

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

Highly Skilled Priorities

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

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

Highly Skilled Outcomes

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

Highly Skilled Indicators

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

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

Progressive and Equitable Priorities

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

Progressive and Equitable Outcomes

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

Progressive and Equitable Indicators

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

Liveable and Zero-Carbon Priorities

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

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

Liveable and Zero-Carbon Outcomes

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

Liveable and Zero-Carbon Indicators

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

Connected Priorities

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

Connected Outcomes

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

Connected Indicators

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

Appendix 2 – Consultation and Engagement

Organisations/networks consulted:

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

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