

# **SALFORD EMPLOYMENT AND SKILLS STRATEGY**

2017–20

## Contents

- 01** Foreword from Councillor Stone
- 02** Our vision
- 03** Introduction
- 05** Delivering the strategy
- 07** National and local policy context
- 11** Salford's future outlook
- 17** Strategic priorities
- 27** Appendix 1:  
Skills and Work Board Membership
- 28** Appendix 2:  
Proposed Governance



# Foreword from Councillor Stone

Chair of Salford Skills and Work Board and Lead  
Member for Children's and Young People's  
Services, Salford City Council



Salford is a growing city that has undergone a real economic renaissance over recent years and has ambitious plans to become a global city. Significant public and private investment has helped to deliver new jobs and training opportunities, with future growth forecasts indicating that this will continue, with up to 40,000 new jobs anticipated over the next 25 years.

The growth in the city provides a huge opportunity for Salford residents. Our job now is to make sure that Salford people are able to properly access and benefit fully from these opportunities. We have already achieved improvements, with more young people undertaking apprenticeships, more people in work and skill levels improving. However there is still much more to be done to deliver on our ambition for Salford people and to make the very best of new and existing opportunities.

This Strategy presents a major opportunity to improve the chances, opportunities and aspirations of the people of Salford and their economic prosperity. It sets out a collaborative approach to meet future skills and employment needs in the city, linking up new and emerging business sectors with Salford's training and skills offer to make sure our residents are skilled in the relevant areas.


This includes an emphasis on support for young people as they make the transition from school in to further learning or work and also support for adults, both in and out of work, to

connect to and progress in employment and training. We also recognise the key role of employers in creating opportunities that are high quality and sustainable with decent levels of pay and conditions for workers. Through the Employment Standards Charter we will encourage more businesses to pay the actual, accredited living wage and develop credible, responsible standards of employment.

Salford's role in the city region is also highlighted and we will work to maximise the benefits for our residents through employment and skills initiatives and programmes being developed and delivered through devolution in Greater Manchester. We have a key role to play in making sure that devolution delivers for all the people of Salford and we will continue to work to achieve this.

This Strategy provides a framework for action through which the City Council, public agencies, education providers, employers and voluntary organisations can work together to maximise the benefits of growth for our residents and will also help to achieve the wider priorities of Salford's anti-poverty strategy – 'No One Left Behind : Tackling Poverty in Salford.' We will build on our strong, local partnerships and good practice to put our resources to the very best possible use for the people of Salford and I look forward to steering this work and challenging each other to get the very best deal for Salford people.

Councillor Lisa Stone



**“ Our vision  
is for a world class labour  
market where all residents have  
equal access to high quality  
skills training; sustainable  
employment with a decent level  
of pay; and more opportunities  
for in work progression. ”**



# Introduction



**Salford has much of which we are proud.**

**The number of people living and working in the city and the number of new businesses starting up or relocating to Salford is increasing rapidly.**

Significant public and private investment over the last few years has helped to deliver more new jobs and training opportunities, whilst a recent assessment of Salford's future growth potential forecasts that an extra 40,000 new jobs could be created in the city within the next 25 years.

However, despite these significant economic improvements Salford faces some very real challenges.

Whilst the city has seen a decrease in the number of residents in receipt of out of work benefits, rates continue to remain higher than those experienced regionally and nationally.

Skill levels have improved over recent years, but the city still has a high proportion of residents with no or low qualifications, and many young people are leaving formal education without the skills and attitudes required to gain and sustain employment.

The recovery in the labour market since 2008 is also generating a growth in 'flexible' forms of employment - part-time, temporary and self employment, and low paid work continues to be more of a feature in Greater Manchester (GM) than elsewhere in the country.

Therefore it is essential that Salford takes advantage of the opportunities presented through growth in the city and GM devolution, and challenge practices that erode decent employment standards, to ensure we are in the best position possible to help our residents achieve their full potential and progress into quality, sustainable employment.

This strategy sets out Salford's collaborative approach to meeting the future skills and employment needs of Salford residents and employers across three key strategic priorities:



**Young people** achieving and progressing in education and work.



**Adults connecting** to, and progressing in, employment and training.



**Employers creating** accessible, quality and sustainable work and training opportunities.





# Delivering the strategy



**This strategy is not owned by any one organisation, but by all stakeholders who have a role to play in improving the economic prosperity of Salford people.**

It describes the opportunities available and the challenges faced in the city, and outlines the action to be taken to enable people to improve skills and connect to employment and learning opportunities.

**The target groups for the strategy are:**

- Adults and young people furthest from the labour market who will need support to help them enter work.
- Those ready for work but currently unemployed.
- Those in low paid and / or insecure employment.
- Local employers.

This strategy is directly aligned to the ten key priorities of the Greater Manchester Work and Skills Strategy, which provides the overarching strategic framework for improving skills provision and employment opportunities across GM in the context of devolution.

It also recognises its important role in tackling poverty in the city and will significantly help to achieve the wider priorities of Salford's anti-poverty strategy – **'No One Left Behind: Tackling Poverty in Salford'**, as access to employment with decent levels of pay will provide one of the most direct and sustainable ways out of poverty for many people.

The Salford Skills and Work Board will be responsible for the oversight and monitoring of the strategy.

**Appendix 1** details the membership of the Skills and Work Board, all of whom are committed to driving forward delivery of the strategic priorities contained within the strategy.

**Appendix 2** outlines the proposed governance structure for delivery of the strategy.









# National and local policy context



**There are number of strategic drivers that have informed the development of this strategy, to which Salford must effectively respond.**

## **National:**

At a national level there have been significant changes to the welfare to work system including: implementation of Universal Credit; increased use of benefit conditionality; and a greater focus on claimants undertaking work related activity.

There will be changes to Department for Work and Pensions (DWP) commissioned provision, with the contracts for Work Choice and Work Programme expiring in 2017.

Further reductions in public funding will significantly reduce the funding available for future programmes. Salford City Council, for example, has already seen a 47% reduction in its budget since 2010.

Reductions in public funding have also impacted on the amount of funding available for adults skills with the budget seeing a cut of 35% in the two years to 2015/16.

The national review of post 16 sixth form and further education colleges is under way and will lead to a major reform of post 16 education and training, with an overall aim of raising productivity and economic growth. In Greater Manchester, the Area Based Review has been completed, which will lead

to changes in the nature, scale and location of further education across the region.

The government has committed to the creation of three million new apprenticeships by 2020 and together with the introduction of the Apprenticeship Levy, will present opportunities to increase the availability of apprenticeship opportunities in the city - both within the public and private sector. Quality in terms of both training opportunity and pay levels will need to be key considerations in this growth.

In April 2016, the UK Government's new 'National Living Wage' was introduced, increasing the minimum wage of those aged 25 years and above from £6.70 per hour to £7.20, and more recently to £7.50 per hour. It is anticipated that this will lift the pay of approximately 200,000 jobs in GM.

However, this new rate is only applicable to people aged 25 years and above, and falls significantly short of the 'real living wage' calculated by the Living Wage Foundation at £8.45 an hour.

## Regional:

The Devolution Agreement provides Greater Manchester with the opportunity to re-focus and re-organise the work and skills system to ensure it better delivers against the needs of individuals and employers.

Moving forward Greater Manchester will have greater influence over the mainstream welfare to work system, working with DWP to jointly commission programmes, including the new Work and Health programme, building on the learning from the Working Well Pilot and Working Well Expansion programmes.

Work is also underway to identify options for service integration and co-location with Jobcentre Plus to bring together a universal offer of support for residents.

Skills provision will be a key part of the system and Greater Manchester has the opportunity to create a model which supports those furthest away from the labour market and provide higher level skills provision in line with the needs of the economy.

This will be supported by a number of work streams including delivery of the Area Based Review of further education, ongoing commissioning of ESF programmes, and Greater Manchester's role in influencing commissioning of the 2016/17 Adult Education Budget (AEB) leading to full commissioning responsibility in 2018/19.

The scope of work and skills devolution is vast and also connects with other priorities within devolution, particularly the work around health, children's services and public sector reform. Given this context, it is essential that Salford plays a leading role in influencing and shaping this agenda to ensure that it is responsive to the needs of Salford's residents and employers.

## Local:

At a more local level, improving skills and access to local employment opportunities is a key priority of Salford's elected City Mayor and underpins a number of other key local strategies and priorities. This includes Salford's:

- Anti-poverty strategy '**No one left behind: tackling poverty in Salford**' – that recognises the importance of improving the skills and employability of local people in reducing poverty.
- Health and Social Care **Locality Plan for Salford** – that recognises the importance of work (both paid and unpaid) is a crucial wider determinant of population health and wellbeing.
- Regeneration prospectus '**Salford 2025: A Modern Global City**', and draft **Local Plan** – that recognise the need for Salford to develop a highly skilled labour force to support future economic growth and employment opportunities.
- **Industrial Strategy for Salford** – this is currently in development and sets out a collaborative approach to maximise the significant industrial growth opportunities available in the city.
- **Salford Volunteering Strategy 2017 - 2022** – which recognises that 20% of Salford residents who volunteer do so to gain skills and experience that will help them find better (paid) work.
- Salford Social Value Alliance's '**10% Better**' Campaign - which seeks to maximise the benefit from all money invested in the city across a variety of economic, social and environmental priority areas.
- Children's services **0- 25 integration** and the priorities of Salford Children's Trust, particularly '**curriculum for life**'.







# Salford's future outlook: opportunities and challenges



**Salford is fast becoming a prime location for inward investors considering relocating to Greater Manchester.**

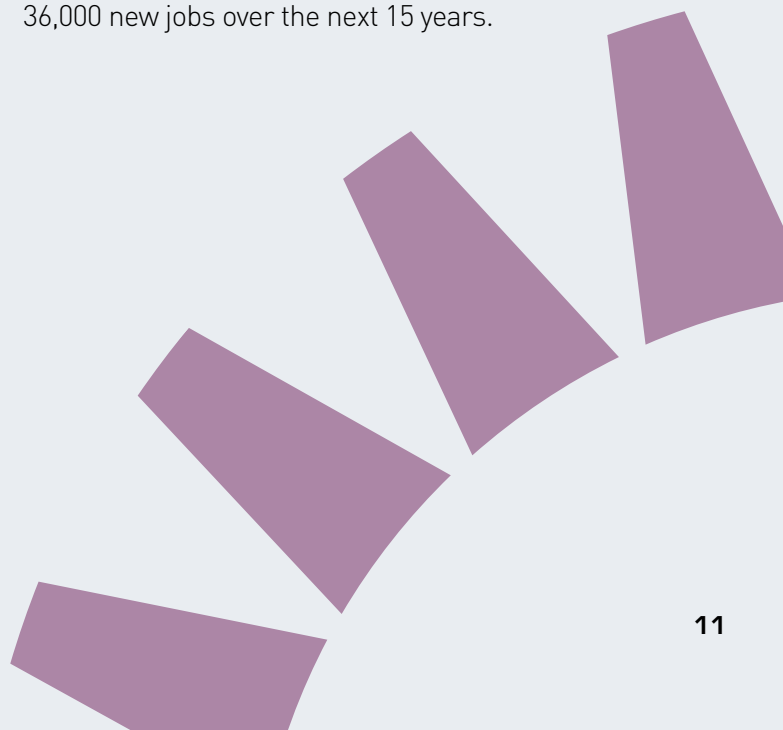
In the last ten years, Salford has experienced exceptional levels of growth, well above GM and national averages.

- **Population** grew by 24,000 - growth of 11% which was above the GM (+7%) and national (7.4%) averages.
- **GVA (Gross Value Added)** (a measure of the value of Salford's economy) increased by over £1 billion - growth of 23.1%, well above the GM (+13.9%) and national (+16.5%) averages.
- **Employment** (the total number of jobs in Salford) - increased by 14,000, 11% growth, above the GM (+8.1%) and national (+7.7%) averages.
- **The business base** increased by almost 1600 extra companies - growth of 20.3% outstripping the GM (+16.5%), although slightly behind the national average (+22.2%).
- **Private sector investment** increased by £2.6 billion.

In the next ten years, Salford's exceptional level of growth is forecast to continue at more or less the equivalent rate of the past decade. Based on the current development pipeline, a further £3.9 billion private sector investment is forecast with 18,000 new homes and 1.6 million sq. m of employment floor space developed.

There are a significant number of projects underway or planned that will have major long term impact on the city, creating thousands of new employment and training opportunities for local people.

Current developments include the expansion of MediacityUK, Port Salford, Salford Central, RHS Bridgewater and Greengate which have the potential to create a combined total of 36,000 new jobs over the next 15 years.



In particular, the following three priority locations offer major opportunities for future jobs growth in the city:

1. **Salford Quays** already a major asset within GM and home to MediacityUK, has the major capacity and potential for future growth in creative and digital, business, professional and financial services as well as the residential economy.
2. **The Western Gateway** this area encompassing Port Salford has land assets and developer interest that can generate significant growth in particular in the logistics, manufacturing and construction and energy sectors.
3. **City Centre Salford** already with significant investment and developer interest, this area also has the capacity and potential to generate growth in a variety of sectors including business, financial and professional services and the cultural and residential economy.

Salford also has a diverse business base with strengths across a number of sectors offering major growth opportunities, in particular:

- Business, Financial and Professional Services
- Digital and Creative Industries
- Logistics and Manufacturing
- Health and Social Care
- Hospitality, Tourism and Sport
- Construction

Going forward, the Greater Manchester Forecasting Model (GMFM) suggests Greater Manchester's labour market will increasingly take on a pattern sometimes called 'the hourglass economy' with growth among high skill jobs and low skill jobs, with lower growth at intermediate skills levels.

The GMFM forecast indicate that in terms of changes in qualification required by GM employers by 2033:

- 245,000 extra jobs will require NQF (National Qualification Framework) Level 4+
- 105,000 less jobs will require NQF 3
- 52,000 less jobs will require NQF 2
- 15,000 extra jobs will require NQF 1
- 28,000 extra jobs will require other qualifications
- 47,000 less jobs will require no qualifications

Around 67% of jobs in Greater Manchester and Salford require qualifications at level 3 or above with the demand for higher level skills to increase in the future. The growth in jobs requiring higher level skills means it will be increasingly important to ensure that Salford residents are accessing appropriate skills provision.

Salford is well positioned to support the up-skilling of residents with two key learning institutions, Salford University and Salford City College, together with a strong base of community learning providers and work based training providers.

A significant proportion of community learning in Salford is delivered by the Salford Third Sector Learning Consortium (a legal partnership of 82 local voluntary, community and social enterprise (VCSE) organisations). The VCSE sector play a significant role in helping bring some Salford residents closer and in to the labour market, via delivering community learning, including significant amounts of ESOL provision, accredited training, work clubs, volunteering, work placement opportunities and large scale programmes such as Talent Match.

Salford University has recently been ranked as one of the world's top 150 'young' universities. The University has a strong global presence, with seven schools, 20,000 students (of which half are from GM) and 2,500 staff, all grown to service the needs of industry, commerce and education.

The University's single strategic priority over the next five years is the continued development of Industry Collaboration Zones (ICZs). The aim of the ICZs is to: 'unite staff, students, industry and communities in a multi-disciplinary, technology enabled environment in the pursuit of the shared goals of knowledge, learning and innovation.' The ICZ Programme builds on the University's areas of expertise across key industry sectors: sport; health and wellbeing; engineering and environments and digital and creative.

Salford City College is one of the top ten colleges in the country, and is the top performing FE college in GM for school leavers, adults and apprentices. The college has more than 13,000 students, over half of which are Salford residents.

In addition, Salford Academy Trust (a partnership between Salford City College, Salford University and Salford City Council) seeks to provide a Salford solution for schools considering academy status. The Salford Academy Trust (SAT) became incorporated as a not-for-profit Trust in June 2012 and continues to facilitate continued improvements in standards of attainment and achievement for children and their families in Salford.

## The challenge

The growth in the city and city region provides huge opportunity for Salford residents, but despite this, many residents are still facing major challenges to access and progress in employment. Indeed some residents face multiple barriers to work linked to issues such as skills, health, disability, debt, child care, housing and transport. It is critical therefore that growth helps to address rather than exacerbate the situation for these residents and that the actions identified within this strategy are linked to wider Salford and GM strategic priorities.

Whilst there has been a slight decrease in the proportion of residents claiming out of work benefits, Salford continues to experience unemployment and out of work benefit rates higher than those experienced regionally and nationally.

Nearly 19,000 people in Salford (11.7% of the working age population) are claiming out of work benefits, this is significantly higher than the national average (8.4%), and higher than both the GM (10.3%) and North West average (10.1%), with some areas of the city experiencing rates of nearly 20% (Broughton, Langworthy, and Little Hulton).

Within this, there are a significant proportion of people out of work due to health reasons, with 8.6% of Salford's working age population in receipt of health related benefits, again this is significantly higher than that seen nationally (6.1%).

Whilst there has been a decrease in the number of young people claiming unemployment benefits, challenges remain with regard to connecting young people to education, training and employment. Salford has the highest rate of young people who are not in education, training

and employment (NEET) in Greater Manchester and the third highest in the country, although when combined with the destination 'not known' measure, the picture for young people compares more favourably with many local authority areas.

The city also lags behind when it comes to progression into higher education, with only 48% of young people progressing to a UK higher education institution after completing Key Stage 5, compared to 51% across the region.

However, the city is performing well in terms of apprenticeships, with rates of 16 to 17 year olds moving into apprenticeships higher than seen at GM and national levels.

The city has seen an improved skills profile over recent years, however there remains a significant proportion of residents with low or no qualifications.

30.3% of Salford's working age population have a qualification at NVQ Level 4 or above, however this falls behind the national rate of 38.2%. At the other end of the skills spectrum, Salford has a higher proportion of people with no qualifications at 10.1%, compared to 8.0% seen nationally.

Whilst the city and city region has experienced a growth in the economy, low wages continue to be a feature of the Greater Manchester labour market with nearly a quarter of jobs paying less than a living wage, and a growth in 'flexible' forms of employment also experienced. For example, self employment increased by almost 32% and temporary employment by over 23% in the period March 2008 to June 2015.

It will therefore be important to work with employers to ensure good employment standards are in place, with opportunities generated offering sustainable employment with a decent level of pay; and more opportunities for in work progression.



## Some key facts:

- Just over half (52.8%) of young people achieved a Level 3 qualification by age 19 in 2014 – below the national and regional averages of 57.1% and 57% respectively.
- 5.2% of 16-17 year olds are not in education, employment or training (NEET) – the highest in GM and third highest in England. However, the number of young people where their destination is 'not known' is low at 1.4%.
- 7.6% of 16-17 year olds are in apprenticeships – this is higher than national and GM averages.
- 11.7% (18,900) of the working age population are claiming out of work benefits, higher than the national (8.4%), GM (10.3%) and North West average (10.1%).
- 10% of adults in the city have no qualifications; this is higher than the national rate of 8%.
- 57% of adults in the city have a qualification at level 3 or above, whilst this has risen in recent years, it continues to be lower than regional (58%) and national (62%) rates.
- It is estimated that 17.4% of Salford employees are paid less than the Living Wage of £8.45 (as determined by the Living Wage Foundation)
- Mean household income in Salford (£29,200) is 22% lower than the UK average (£37,600).
- Around one in six working households in the region receive financial support from the state through tax credits to top up their low wages.
- A greater proportion of Salford residents that work (53.8%) travel outside of Salford to work than work in Salford (46.2%).
- Salford businesses will need 11,000 more employees qualified to NVQ4 level by 2021.

SALFORD CITY COLLEGE

PENDLETON  
SIXTH FORM  
CENTRE

SALFORD CITY COLLEGE



# Strategic Priorities



**The strategic priorities and actions detailed below have been identified in order to effectively respond to the challenges in connecting some of our residents to opportunities presented in the city and beyond.**

They build on what we know works and detail how we will work with the mainstream employment and skills offer and how

we will collectively influence national and GM commissioned programmes to ensure they meet the needs of the city.





## Young people achieving and progressing in education and work

Most young people in Salford successfully participate in education and training and make a positive transition into further learning or employment, but there are still significant numbers who do not fulfil their potential, and fail to gain skills and qualifications that help them to succeed and progress into the world of work.

Salford has the highest proportion of young people not in education, employment or training in GM and progression in to higher education remains lower than in many other areas.

As the GM and local economy has grown, youth unemployment levels have fallen significantly. However the legacies of recession continue to affect the long-term employment prospects for many young people in the city.

It is critical that we take a strategic approach to increasing the participation and attainment of young people in suitable and meaningful education and training that leads to progression in to further learning or work. This approach should empower local partners to deliver more effective and targeted interventions, whilst encouraging stronger collaboration between our services, schools and learning providers to ensure young people benefit from more effective and responsive support and provision.

Employers should also have a more integral role in helping to raise the aspirations of the city's young people, by playing a more strategic role in shaping and developing the offer to ensure it is appropriate and responsive to the needs of the local labour market and its employers.

We will achieve this by influencing policy and programmes, co-ordinating activity and delivering local action:

### Influencing policy and programmes

- Work with the Greater Manchester Combined Authority (GMCA), Skills Funding Agency (SFA) and other appropriate commissioners to ensure the planning and commissioning of local and sub-regional programmes and initiatives for NEET and vulnerable young people (e.g. ESF) meet the strategic needs of the city.
- Work with the Combined Authority, Local Enterprise Partnership (LEP) and Careers and Enterprise Company to encourage more employers to better connect with our schools and young people through effective curriculum developments, improved careers guidance and an increase in apprenticeships and other work-related learning opportunities for marginalised young people.
- Work with the city's schools and post-16 education providers to ensure they are complying with their statutory responsibilities for raising participation, increasing attendance and improving the long-term outcomes for all of their learners.
- Encourage more local employers to engage with curriculum development, by offering more apprenticeships and work-related learning opportunities to local young people, including those that are considered to be most at risk of becoming NEET and/or marginalised from the labour market.



## Co-ordinating activity and delivering local action

- Develop an appropriate education and training offer, which complies with the Raising of the Participation Age (RPA) and helps more young people to obtain the skills and qualifications needed to progress into higher education and skilled employment.
- Ensure the support and provision offered by local, national and sub-regional programmes of support for targeted and vulnerable young people helps to address gaps, meets local needs and does not duplicate or displace existing services and initiatives that are already working effectively with young people in the city.
- Support the role of the VCSE sector in delivering volunteering, training, work experience and routes into employment for young people.
- Support the identification and tracking of all young people who are NEET, or at risk of becoming NEET, so they are known to the local authority and in receipt of an appropriate offer of support and/or provision, which enables them to re-engage in suitable education, employment or training.
- Ensure the delivery of high quality and consistent careers information, advice and guidance (IAG) in local schools and colleges helps raise career aspirations and supports learners to make well-informed and realistic decisions about their future careers.

- Maximise the support provided to local employers to encourage them to shape and influence the curriculum offer, including the provision of appropriate and realistic careers IAG offered to young people in local schools and colleges.
- Increase connectivity between employers and our learning organisations, helping to improve and influence the curriculum offer, including the provision of appropriate and realistic careers IAG offered to young people in local schools and colleges.
- Widen participation and awareness of university and higher education opportunities.

## Key measures of success:

- Reduce the proportion of young people aged 16-17 who are not in education, employment or training (NEET)
- Increase the proportion of young people aged 16-17 participating in compliant education and training
- Increase the proportion of young people achieving a Level 3 qualification by age 19
- Increase the number of young people aged 16-18 starting an apprenticeship
- Increase the proportion of young people progressing to university / higher education
- Increase the number of young people accessing high quality careers education, information, advice and guidance (CEIAG)



## Case study

---

### MY Traineeship

MY Traineeship is partnership between Salford City Council and Myerscough College and has been developed to provide young people aged between 16-24 years of age with access to personalised, end-to-end provision which aims to build confidence and help individuals overcome recognised or perceived barriers, whilst participating in genuine and tangible work experience opportunities.

Through this partnership young people in the city have access to quality accredited training and individualised work placements, to ensure they have the necessary skills and experience required by employers for jobs and apprenticeships.

A range of 16 week traineeship opportunities have been made available with employers and partners in Salford with joint recruitment and assessment events held for young people.

This coordinated approach helps young people, referral agencies and parents to better understand the MY Traineeship offer and navigate the range of vocational opportunities available.

78% of young people completing MY Traineeship have progressed into positive destinations.

During 2014 –16:

- 36 young people completed a traineeship
- 17 people (47%) progressed on to an apprenticeship
- 11 people (31%) moved into employment

MY Traineeship has an excellent track record and has recently been identified nationally as a model of good practice by the Department for Education (DfE) for supporting NEET young people in Salford.

## Adults connecting to, and progressing in, employment and training

Having no or low skills is one of the main reasons for worklessness and is widely acknowledged as one of the main barriers preventing unemployed people returning to the labour market.

We know that a significant proportion of our residents are under skilled compared to the rest of the country, and more than half of the jobs being created across Salford and Greater Manchester will require qualifications at Level 3 or above.

A strong skills base, relevant to the needs of the economy, is therefore essential if Salford is to continue to attract and retain good quality job opportunities.

We must build a system that ensures all residents are able to access a programme of learning that will allow them to gain, sustain, and progress in work.

This would ensure residents have the basic skills that employers require as a minimum, and have the ability to connect people to higher level skills training, ensuring that local people have the right skills needed to effectively compete in the labour market.

In addition, we know that many residents will face barriers to entering or progressing in work beyond that relating to employment and skills, for example those with health conditions. It will be important that people are connected to a broader offer of support where appropriate e.g. health and well-being services, to enable people to access and sustain employment.

We will achieve this by:

### **Influencing policy and programmes**

- Ensure that the commissioning of employment programmes through Greater Manchester Devolution is responsive to Salford's needs e.g. Working Well Expansion, Work and Health, Universal Offer.
- Ensure the design and integration of GM adult skills (including the re-design of further education) and employability provision is aligned to meet the needs of Salford's residents and employers.
- Work with the GM Team to influence the Jobcentre Plus estates review and the development of a universal support offer.
- Ensure skills provision is aligned with the needs of business and key growth sectors to equip people with the skills required to access opportunities.

### Co-ordinating activity and delivering local action

- Ensure the integration of national initiatives, GM employment programmes e.g. Helping Families, Working Well Expansion, Work and Health and Skills for Employment, and other commissioned employability programmes e.g. Motiv8, into Salford's local employment and skills delivery structure.
- Maximise the role, connectivity and impact of Salford's local employment and skills partnership infrastructure.
- Ensure a coordinated approach to the delivery of quality information, advice and guidance across the city so that local people are better equipped to make informed decisions about pathways to learning and employment choices (including self-employment).
- Ensure a skills pathway that provides progression routes from first steps community learning through to employability, vocational, further and higher education and employment.
- Provide high quality information, advice and guidance for adults with complex needs.
- Ensure access to basic English, Maths and language (ESOL) skills is available.
- Help more people to adjust to the digital world and learn more about technology.

### Key measures of success:

- Reduce the number of people who are out of work and in receipt of benefits.
- Reduce the number of 18 to 24 year olds claiming out of work benefits.
- Reduce the number of people who are claiming Universal Credit unemployed component.
- Increase the number of people undertaking work experience placements.
- Increase the number of people aged 19 to 24 years accessing apprenticeships.
- Reduce the number of people with no qualifications.
- Increase the number of people with a level 3 qualification.
- Increase the number of people who are competent in English, Maths and ICT.





## Case study



### Working Well Expansion Programme:

Working Well Expansion is a GM commissioned Key Worker Service delivered in Salford by The Work Company (The Manchester Growth Company).

The programme offers an individually-tailored package of support, ensuring, through careful co-ordination, that the issues which are holding a person back from work are tackled at the right time and in the right order. Depending on need, people have access to:

- Health and wellbeing support, with particular emphasis on mental health. A Talking Therapies programme runs along side to offer additional support
- Confidence and motivation building
- Debt, housing, welfare, and money advice/support including better off calculations- delivered by a dedicated Financial Inclusion Worker
- Volunteering and work experience
- Skills development- works in conjunction with the new ESF funded Skills for Employment commission which prioritises referrals from the Working Well programme allowing participants one to one mentoring support and the opportunity to achieve an accredited qualification
- Job vacancies with local employers- working closely with and adding value to Salford City Council's commissioned job brokerage (SEARCH) programme
- Self employment advice
- Other specialist support

The programme supports those furthest away from the job market often with multiple and complex needs, with over half the clients currently receiving support in receipt of ESA (24%) or Income support (28%).

The programme is voluntary and scheduled to take referrals up to the end of 2017. Of the 1,467 Salford residents referred onto the programme (as at April 2017),

- 835 had chosen to take up the support offer, and;
- 63 had moved into work.

It is anticipated that this number will grow as more residents are able to overcome the barriers that have previously prevented them from working.

Once someone has moved into work they will continue to support them for up to a year to maximise the chances of people sustaining their employment, this will also include continued access to skills support which should not only support people to sustain but also to progress in their employment.

## Employers creating accessible, quality and sustainable opportunities

The importance of creating quality employment opportunities and raising living standards in the city to help address working poverty; reduce pay inequality; and provide a better quality of life cannot be overstated.

The business benefits of improving pay and conditions begin with reducing staff turnover and recruitment costs, reduced absenteeism and improved productivity. For individuals, paying a decent wage affords people the opportunity to better provide for themselves and their families.

This is why we must all work together to create quality employment and training opportunities, improve working standards and conditions and transform the lives of thousands of Salford people.

We will achieve this by:

### **Influencing policy and programmes**

- Work with the GM Team to influence their approach to employer engagement and investment in the work and skills system, including the development and delivery of skills support initiatives for employers and employees.
- Work with the GM team to influence the strategic planning, quality and wage rates of apprenticeships and ensure the local offer is responding to the needs of local employers (both levy and non-levy payers), and that the contributions are maximised and utilised for growth and development in the city.

### **Co-ordinating activity and delivering local action**

- Promote and maximise the 'levers' available to generate local employment and training opportunities e.g. promotion of the Salford Social Value Alliance's '10% Better' campaign, the use of social value requirements in commissioning and procurement processes, the negotiation of planning agreements and the development of wider regeneration activity and inward investment opportunities.
- Develop a co-ordinated partnership 'offer' for engaging and supporting employers, including the development of sector specific offers.
- Ensure a strategic response to managing and implementing a public sector approach to maximising the Apprenticeship Levy and achieving public sector apprenticeship targets in Salford.
- Implement the Health and Social Care workforce strategy to identify the skills and training required to deliver Salford's Locality Plan.
- Work with Salford CVS to engage and improve the skills and qualifications of the wider VCSE workforce.
- Promote the 'Salford Social Enterprise City' initiative and support the partnership's continuing role in developing existing social enterprises and nurturing new start-ups.

- Continue to promote the City Mayor's Employment Standards Charter and emerging Spirit of Salford Charter to encourage businesses and organisations based or delivering in Salford to create opportunities, commit to workforce training and development and adopt good working practices.
- Continue to champion for the wider adoption of the UK Living Wage of £8.45 per hour as a minimum, with the ambition for Salford to become a 'Living Wage City'.
- Work with employers to support them to recognise the value of and invest in workforce development and progression routes, including links with Industry Collaboration Zones.
- Provide support to increase the volume, quality and level of apprenticeships in core and growth sectors.
- Support employers to provide high quality volunteering (including the work of Salford's Volunteer Centre), work experience placements (including Salford Futures), traineeship and internship opportunities, including links with Industry Collaboration Zones.

## Key measures of success:

- Increase the number of employment and training opportunities for local people.
- 
- Increase the number of Salford residents volunteering as a route to better (paid) work.
- 
- Increase the number of work experience placement opportunities in the city.
- 
- Increase the number of apprenticeship opportunities in the city.
- 
- Increase the number of Salford employers paying the Living Wage (as determined by the Living Wage Foundation).
- 
- Increase the number of organisations signing up and / or accredited to the Salford City Mayor's Charter for Employment Standards.
-



## Case study



### **Partnership Recruitment - Co-op Store, Vimto Gardens, Chapel Street**

English Cities Fund (ECf), the Council's developer partner in the Salford Central area, are the landlord of the new Co-op retail unit at Vimto Gardens, Chapel Street and were successful in securing the Co-op to locate to this site. Throughout the lease negotiations, the wider regeneration ongoing in Salford Central has been emphasised, with all parties wishing to maximise local employment opportunities.

A bespoke recruitment process was developed and managed by Salford City Council's Skills and Work Team and commissioned employer brokerage service, SEARCH, working with referral partners from across the employment and skills infrastructure in the city including Jobcentre Plus, Working Well, Work Choice and the Work Programme.

Over 70 candidates were invited to attend an Open Day on 31 August 2016, with 42 of the candidates who attended offered second interviews on the day. Following second interviews, 26 Salford residents were successful in securing employment with the new store, which was officially opened by the City Mayor on 10 November 2016.

# Appendix 1:

## Skills and Work Board Membership

<b>Chair</b>	Councillor Stone
<b>Deputy Chair</b>	Councillor Walsh
<b>Organisations</b>	Salford City Council (inc. Public Health) Salford University Salford City College Department for Work and Pensions Skills Funding Agency Greater Manchester Combined Authority Manchester Growth Company The Work Company Big Life Salford CVS The Business Group Strategic Housing Partnership Salford Community Learning Trust Salford Academy Trust Salford Secondary Head Teachers



# Appendix 2:

## Governance Structure

