

# Build Salford strategy: 2024 and beyond

Developing effective  
partnerships with  
industry to provide  
skills and talent  
growth through  
Salford communities





## Contents

---

Economic context	3
Construction in Salford	4
Build Salford as a vehicle	6
Build Salford supporting industry	6
Build Salford supporting adult skills	7
Build Salford so far	7
The traineeship	7
Phased approach	9
Governance	9
Monitoring impact	10
Social value generated so far	10
Financial sustainability	10
Purpose of Build Salford: 2024 and beyond	11
Summary	11

Our mission through the Build Salford network is to connect Salford residents to education and employment opportunities, whilst addressing the skills shortages within the construction and the built environment sector.

## Economic context

The past decade has seen Salford emerge as one of the fastest growing places in the North of England. This change – caused by the regeneration of parts of the city and the related growth in the number of people and jobs – is creating opportunities at a pace and scale not seen in Salford for generations. To support this, Salford recently launched a revised Employment and Skills Strategy for 2023-28, which sets out how partners in Salford plan to harness this opportunity to create a more inclusive labour market. This will help more local people of working age share in the benefits of the city's growth. No organisation, acting alone, can fulfil the objectives and priorities contained in this refreshed strategy. This strategy is intended to capitalise on the city's economic vitality so that more Salford residents are able to benefit from Salford's growth, and more employers are better able to employ residents with the skills they need to continue that growth.

Salford's labour market has seen rapid growth and change in recent years, defying the weak performance of the UK economy since the 2008 financial crisis. This has been characterised by:

- a sharp increase in the number of working people living in Salford. Salford's population is booming, at 2.5 times higher than the national average
- strong growth in demand for labour from employers in Salford, linked to specific sectors - in particular, construction

- a profound shift in the pattern of work among Salford residents. In 2022, 52% of working Salford residents were employed in highly-skilled professional, associate professional or management roles; this is above the national average
- economic inactivity - people of working age who are not in or not seeking work – usually due to a health condition – has risen sharply since the pandemic. These labour market inequalities showcase the need for our residents to secure quality training and employment with supportive employers
- poor attainment by young people risks harming their ability to secure the good jobs now being created in Salford. Therefore, we need employers to consider non-traditional routes into the labour market

The challenge for us all is to ensure that the welcome growth of Salford's economy and labour market works to enhance opportunity and narrow inequalities within the city. For that to happen, this strategy must ensure that more young people, unemployed people, economically inactive adults and existing workers in low paid jobs are able to get their fair share of Salford's thriving economy. Build Salford's strategy links in to the wider Skills and Work Strategy and the City Mayor's Employment Standards Charter.



## Construction in Salford

Salford has a thriving construction industry due to large scale investment in regeneration and responding to the demands from the regional economy. This is set to continue for the next 15 to 20 years through various large-scale projects, including town centre development. However, not enough local residents secure employment opportunities in this growth sector, in particular, unemployed young people and adults with multiple barriers to obtaining apprenticeships and employment. There is a huge opportunity to connect local residents (including existing and emerging communities) to this growth to develop new and emerging skills and talent, whilst addressing the skills shortages across the sector due to an ageing workforce.

To respond to this disparity, over the past seven years the Build Salford Consortium and its programmes have invested in this local, informal infrastructure of like-minded businesses and partners. This has created a vibrant partnership and tangible training, apprenticeship and employment opportunities. The programme has been very successful in supporting some of Salford's most disadvantaged young people.

The Build Salford Consortium has grown over time, and the commitment of partners and employers from across the construction sector (in terms of both time and funding direct from housing providers and construction employers) has helped to grow the programme and provide direct support to young people.

A critical component in the success of the consortium has been the co-ordination between employers, training providers, referral partners and other services. Salford City Council has recognised this as a unique and dynamic approach, and therefore the council is investing resources to increase the number of consortium members, thus increasing the number of opportunities through a leadership and management resource. This includes strategic development, requiring partnership building between employers, training providers, referral partners and other services.

The vision is to build a skilled labour force in the construction industry which is representative of the local community they serve. This will capitalise on an identified pipeline of developments over the next 20 years, rather than importing labour from outside Salford and leaving our unemployed pool of labour untouched, or contractors struggling with local skill shortages that the industry is already identifying. This workforce will be inclusive of underrepresented groups and support the Covid-19 recovery, including reducing Salford's high unemployment rates.

Build Salford can become a 'front door' for employers, contractors and other organisations to provide people of all ages skills and employment support. Build Salford is a trusted brand which is centred around the quality of delivery and opportunities from local employers. The existing model will continue to be employer-led, but will now have additional council resource and an increased focus on maximising social value commitments, particularly through large-scale development projects. This will be a phased approach over three years.







## Build Salford as a vehicle



### For social value opportunities

Build Salford provides quality social value outcomes from council and other public sector procurement. It has the power to support contractors to create impactful and targeted social value, supporting local, economic growth whilst providing contractors with local community wants and needs intelligence.

Within Salford City Council, social value is becoming more important and is increasingly being embedded in procurement, regeneration and planning activity. Build Salford will become an important operational tool for Salford City Council to help and support employers with council-influenced contracts that will realise their social value commitments in a partnership-orientated and joined up approach. This will help them to target groups of residents in line with council priorities wherever appropriate.

### For Corporate Social Responsibility (CSR)

Social value is key in supporting our residents in maximising the opportunities that are available over the next 30 years. However, it is also important to recognise and support local construction businesses within Salford to build and upskill their workforce through Corporate and Social responsibility (CSR) initiatives. Focusing on CSR as well as social value will allow us to have a broader impact, not only in identifying sustainable opportunities, but in also supporting Salford's businesses that span the full breadth and depth of the built environment, and in attracting, training and upskilling next generation of local talent.

## Build Salford supporting industry

Whilst Build Salford has a large focus on supporting local people into local employment and ensuring that training opportunities are available for them, we are clear that this needs to be well-balanced with supporting the broader industry to prosper. We intend to do this by working with both industry and recognised industry training boards, like CITB, to understand the challenges faced by the sector, to work with the consortium in designing innovative ways to improve retention and skill development in the built environment sector. To help address the challenges faced by the construction sector, we hope that Build Salford will help employers and contractors to tackle the skill shortage by:

- reducing the number of residents who are unemployed and economically inactive, through quality and sustainable employment and training opportunities
- improving retention across construction skills and training
- creating construction programmes to support under-represented groups
- identifying new and emerging areas like digital skills, decarbonisation, green skills and retrofit
- creating sustained employment opportunities across the construction and the built environment sector
- adapting recruitment processes to be more inclusive to Salford people
- supporting social value commitments within and beyond frameworks
- providing industry information, advice, guidance and funding paths for Salford people and industry

## Build Salford supporting adult skills

---

The expansion will see Build Salford evolve into an all-age offer, inclusive of adults, which contributes to social value targets. These will include, but are not exclusive to the following priority groups:

- unemployed and economically inactive
- under-employed
- ethnic minorities
- women
- prison leavers
- armed forces leavers
- care leavers

For those aged 19 and above, there are currently a range of construction-related skills offers that are available to Salford residents, however, there are further areas Build Salford can develop, including:

- ensuring accessibility of construction skills and training for adults within Salford
- providing co-ordination, eg single gateways to sector specific skills provision
- providing impartial Information, Advice and Guidance (IAG) that will lead residents towards suitable pathways, eg access criteria, length, skills delivery content and contact with industry
- ensuring quality of provision and employer-led pathways that get residents into meaningful employment

### Did you know?

Salford has higher-than-average levels of universal credit claimants, particularly those who are 'inactive' in the labour market due to ill-health – this is a huge talent pool that needs to be supported into the workplace.

## Build Salford so far

---

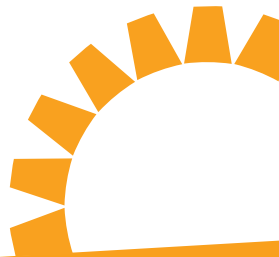
The Build Salford programme has been developing since 2014, starting as a unique, employer-led traineeship, to now being a wider set of programmes all related to the construction industry. These programmes have been specifically designed by industry to meet the needs of young people who would otherwise struggle to secure employer-led training (including apprenticeships) through the usual recruitment processes. The range of programmes available will now be further extended to reach more young people and open it up to adults who would also otherwise struggle to secure opportunities without an alternative approach to recruitment and selection.

## The traineeship

---

The Build Salford annual traineeship is unique when compared with other traineeship programmes, due to the investment directly from employers in the planning, recruitment, delivery and progression. Employers have been at the heart at all stages, and have met young people from the very start of the process, identified their potential and continued their investment in them – even at the most challenging stages. The groups of young people that are attracted to Build Salford can come with challenging behaviours, including an extreme lack of confidence, emotional health barriers and unrealistic expectations of working life. To support these young people, there is a heavy investment in preparation, providing industry-led advice and guidance, realistic discussions on how they can be successful and not setting them up to fail.

Over the past seven years, Build Salford has supported well over 100 young people with its annual intakes.







## Phased approach

### Year 1 objectives:

- maintain, stabilise and develop the partnership through closer connectivity to the council's Place strategy and projects, and increase employer membership
- consolidate and test new delivery approaches with at least two other target groups, with a focus on innovation, sustainability and growth
- maximise social value through working together with a focus on outcomes and impact, and evaluate success

### Year 2 objectives:

- expand the number of employers involved in the consortium, through closer strategic links with the council's Place strategy, and expand the number of target groups to offer a wider set of programmes across an annual calendar
- build closer links with adult education to provide additional pathways, but also support businesses to gain training and funding
- move Build Salford into an all-age offer, starting from school, then colleges and into the adult space - linked to unemployment and economically inactive groups

### Year 3 objectives:

- continuing to move Build Salford forward in line with regeneration plans, local employment needs and industry gaps
- test the model with a new sector, linked to the foundation economy, eg health and social care



## Governance

Build Salford will be governed by the following boards and subgroups in supporting the consortium to act towards the Build Salford strategic aims and objectives:

**Build Salford Advisory Group:** This will be made up of nominated representatives from the local authority, industry, employers and education providers to meet the key objectives of Build Salford. This will expand on the current representatives to ensure there is input from the Salford local authority, education settings, housing partners, house builders, refurbishment and maintenance businesses, highway maintenance, commercial builders, environmental, wholesale and industry bodies, eg CITB.

**Build Salford Task and Operational/Sub Groups:** These will be specific to product delivery programmes and will be made up of key stakeholders with a vested interest in either the programme or programme outcomes.

**Build Salford Consortium:** Representatives from a broad range of construction, built environment and related sectors who act as the industry voice under which Build Salford designs and plans provision to meet industry needs. These representatives will also have an understanding industry challenges related to skills, talent and recruitment.

**Build Salford Leadership Board (2025+):** From early 2025, we will look to establish a Leadership Board, which will sit above the Build Salford Advisory Group to provide further influence and guide and approve the strategic direction of Build Salford. This will consist of key, senior representatives from across industry (not just construction trades, but wider industry organisations that work with the construction sector), local authority members and educational providers.

The advisory board and consortium will meet four times each per year, with the operational sub-groups meeting more frequently as the delivery programme requires.

## Monitoring impact

---

All of the training, employment pathways and opportunities under Build Salford will be focused on quality provision, which will be supported by:

- communications
- governance arrangements
- workforce development
- links into wider, employer-facing teams like the Business Growth Hub
- employers' voice about industry challenges
- links to procurement processes

**There will be three main strands which will be monitored:**

1. **Social value:** we will use the Themes, Outcomes and Measures (TOMs) as a starting point to measure the social value generated from Build Salford programmes. There will be a number of pathways that any resident can take after taking part in a programme through this model, from education, apprenticeships and employment, and each outcome carries a different social value
2. **Communities and cohorts:** we will monitor the number of residents and employers who are part of Build Salford and ensure that we capture and support those who are ready and want to take up the opportunities provided, whilst keeping a focus on inclusivity and sustainability
3. **Communications:** sharing best practice will be front and centre of Build Salford to encourage other employers to get involved. We will focus on those residents and employers that Build Salford has supported. This will be timely and will feed into the executive and advisory boards.

A Build Salford 'dashboard' will capture the main performance measures. This will be monitored by the Executive Board, and any developments will be taken on by the Advisory Board for actioning and supporting implementation. A digital annual report will be produced to review progress against key performance indicators (KPIs) and outline future plans.

## Social value generated so far

---

Through recent calculations based on the new TOMs social value outcome framework, we have calculated that the traineeship programme generates in the region of £300k - £500k each year. This is through work placements, careers support and progression into apprenticeships and jobs. This value fluctuates each year depending on the cohort and the number of positive outcomes secured within the first few months of the programme completing. The 2022 cohort covered two programmes, which generated close to £1 million in social value.

## Financial sustainability

---

Up until 2021, Build Salford Consortium employers have been asked to voluntarily contribute through a £500 annual membership fee to a Build Salford funding pot. This supported any costs associated with delivering the annual traineeship and other expenses. The funding supports with gaps in training, reduces barriers for participants, provides equipment and aids product development.

We now need to create long term sustainability that is linked to the growth of Build Salford through various options, linked to financial contributions.

The process for developers, contractors, supply chains and others is to contribute a membership fee into the Council's Social Value Fund, where there will be a specific cost centre for Build Salford activity. This budget will have financial governance to allocate and spend against priority activity.

**There are four levels of annual membership, as follows:**

**Level 1** – Contractor social value contributions: main contractors who gift social value allocations linked to project value.

**Level 2** – £1,000 membership fee: main contractors, including those who are working on council-invested projects and projects requiring council planning approval. This will support development of new products eg decarbonisation, plus other Build Salford activity.

**Level 3** – £500 membership fee: smaller to medium construction businesses that link to produce specific activity, eg the traineeship programme.

**Level 4 – Non-financial:** contributions that equate to staff time and resources only, that support specific Build Salford activities.

This fund will be reported on quarterly for spend and outcomes, and shared with Build Salford Executive and Advisory Board members, with an annual summary as part of the Build Salford Consortium. This will be an opportunity for the consortium to shape future spend and monitoring.

### Did you know?

By supporting a young person not in education, employment or training (NEET) into sustainable employment, this reduces the cost of taxpayer money by around £70,000 for each individual.

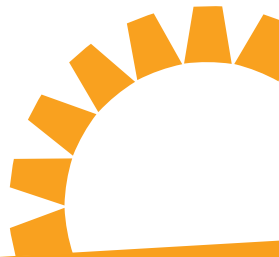
### Purpose of Build Salford: 2024 and beyond

- to remain employer-influenced, industry needs-based and to understand local challenges from both residents and sector viewpoints by linking into local regeneration and infrastructure projects
- to allow consortium members to create pathways into the industry through developing and providing education, work and skills solutions for young people and adults
- to maximise social value and CSR commitments into quality outcomes, whilst addressing key priorities for the city and other key members (like housing providers) by working with education and skills providers
- to provide quality services for Salford residents and students to secure employment and training offers and progress in their careers
- to act as a peer network to offer and take advice from employers about their skill needs and potential solutions (eg green skills), to be heavily influenced by employers and independent of the council

### Summary

Build Salford is currently a key provision for some of Salford's most disadvantaged young people. It is clear how Build Salford can support young people to gain skills and confidence and move directly into the construction industry. The time is now to continue this quality provision, but more importantly, expand it as part of the Covid-19 recovery and inclusive economy action plan and goals. This includes broadening its remit to provide the same life-changing opportunities to local adult residents. Build Salford has the opportunity to do so much more, particularly with its unique selling point of being led by supportive employers.

Likewise, there is a clear, economic argument to support Build Salford to do more that is aligned to council and Greater Manchester Combined Authority (GMCA) strategic priorities. There are opportunities to feed the resources that Build Salford needs through a more dynamic approach to social value commitments by maximising them and providing a more accountable framework for contractors. Salford City Council's Place and Skills & Work team have both highlighted opportunities to expand social value through development whilst sustaining and expanding Build Salford.





# Useful information



**Build Salford web page**



**Social value strategy guidance**



**Supplying the council**

**Get in touch with us by emailing**

[build.salford@salford.gov.uk](mailto:build.salford@salford.gov.uk)