

Greater Manchester LSIP - Annex B

Stage A: Articulating employers' skills needs

Explain how the “strategic priorities” for the LSIP were identified and the process for determining them with local partners including how any disagreements were resolved.

The Greater Manchester Local Skills Improvement Plan (GMLSIP) covers the Greater Manchester Mayoral Combined Authority (GMCA), which is made up of 10 local authority areas – two city councils and eight Metropolitan Borough Councils. The GMCA, the 10 Local Authorities (LAs), other ERBs in Greater Manchester and other partners, including the Business Growth Hub and learning providers, actively supported the development of the plan and the priorities that it identifies. There was regular engagement with skills directors and senior skills leads from the GMCA and the LAs, who provided specific inputs on the strategic and sectoral priorities for the LSIP.

The process of identifying sectoral priorities began with an analysis of data on employment, business demography and GVA published by the Office for National Statistics. This analysis helped identify sectors that are large employers in the region, or that made a significant economic contribution to the city region.

Secondly, desk research was conducted of relevant reports which set out Greater Manchester's skills, employment and training landscape. The desk research covered: the Greater Manchester Local Industrial Strategy; Greater Manchester Local Skills Report and Labour Market Plan, published by Greater Manchester's Employment and Skills Advisory Panel, and sector-specific Industry Labour Market and Skills Intelligence, into which Greater Manchester Chamber contributed. Business demography and employment profiles vary from one local authority in Greater Manchester to another. The desk research, supported by interviews calling on data sources from the GM Skills Observatory, also covered Local Authorities' strategic plans and skills plans.

Findings from the initial engagement with stakeholders and desk research were used to draw a list of sectors and cross-cutting themes. This list was then circulated amongst skills leads for a further round of engagement and discussion. There were no disagreements with the GMCA. One LA recommended an addition be made to the list of local priority sectors. After an investigation of the rationale for this recommendation, the sector was added to the list. As such, we reached full agreement about sectoral priorities.

The breadth of skills needed in a dynamic and diverse economic cluster such as Greater Manchester is rapidly changing. Employers' needs for skills are not static, and training provision must be responsive to these changes. There are 10 FE institutions in Greater Manchester, and they all have their own extensive employer engagement activities. To varying degrees, the “employer view” is captured and used in curriculum planning. However, there

lacks a central skills resource which provides a comprehensive view of current employer needs, the barriers they face in navigating the skills system, and indeed the challenges learning providers face in engaging with employers. At the same time, skills strategies must also take into account changes in business demography and potential future developments, whether within the region or in individual sectors. There was complete agreement that the LSIP should become this central resource in collecting, analysing and interpreting employer data, information and intelligence. There was also agreement that for the findings of the LSIP to have lasting impact and play an integral role in skills development, it must enable the creation of an iterative process that includes a feedback loop through continuous dialogue between employers and providers, and constant refreshing of analyses.

Describe the process of engagement with employers including working with other ERBs and the number and range/type of activities undertaken.

Target audiences

Regular communications and engagement activities with Greater Manchester employers took place from the outset of the project. The following groups were identified as the main employer groups to engage with to collect data about skills needs:

- Member businesses from within our own Chamber network;
- Businesses who are not Chamber members, but who do use our services (for example, export documentation customers);
- Businesses who are members of other ERBs within Greater Manchester;
- Employers who are engaged with their Local Authority business teams;
- Businesses involved with their local skills providers;
- Employers engaged with our members' networks;
- Employers from other stakeholders' networks (for example, businesses working with DWP and the Greater Manchester Learning Provider Network).

Stakeholders

Below is the full list of stakeholder groups that were identified at the start of the project. There was regular engagement with all groups for the duration of the project to update on progress, feed back interim findings and trends, and encourage participation in the employer survey.

Employers (direct access):

Chamber members

Members' networks

Non-members accessing Chamber services

Social media followers

ERBs:

**Pro-Manchester
Federation of Small Businesses
CBI
Make UK
Manchester Digital
Growth Company
Institute of Directors
The Business Network South Manchester
National Federation of Builders
Black United Representation Network
Construction Industry Training Board
NW Cyber Resilience Centre
Electrical Contractors' Association
Home Builders' Federation
Recruitment and Employment Confederation
Royal Society of Arts
Salford Business Group
Institute of Event Management
Oldham Enterprise Board
North West Business Leadership Team
Fubhub Networking
Pride in Leadership
Leigh Means Business**

Local Authorities:

**Bolton Council
Bury Council
Manchester City Council
Oldham Council
Rochdale Borough Council
Salford City Council
Stockport Metropolitan Borough Council
Tameside Metropolitan Borough Council
Trafford Council
Wigan Council.**

Skills Providers:

**GM Colleges Group
Bolton College
Bury College
Manchester College
Oldham College
Hopwood Hall College
Salford College**

Stockport College
Tameside College
Trafford College
Wigan and Leigh College
Access Creative College
Ingeus
OCN London
People Plus
University of Bolton
Loreto College
Aquinas College
Xaverian College
Holy Cross College
Elevated Knowledge
Manchester Metropolitan University
Winstanley College
Rochdale Sixth Form College
St John Rigby College
UA92

Delivery Partners:

Greater Manchester Combined Authority
Job Centre Plus
Greater Manchester LEP

Other Stakeholders:

Greater Manchester MPs
Greater Manchester Learning Provider Network
Rochdale Development Agency
DWP
Graphene Advanced Material and Manufacturing Alliance
MIDAS
GM Integrated Care Board
Ofsted
Association of Colleges
Chartered Institute for the Management of Sport and Physical Activity
Skills for Care
Primary Engineer
GM Cyber Foundry
REC

**EY Foundation
Marketing Manchester.**

The engagement chart (ANNEX C) shows the stakeholder groupings and frequency of communications with each group.

Surveys

Once we had identified our target employer groups and stakeholders, we began the process of disseminating our employer survey, through which we could gather data about skills and recruitment issues. Overall, we developed three different surveys for employers to complete: our main survey, which asked generally about the types of skills shortages businesses were experiencing; a survey focusing on digital skills shortages; and a survey focusing on green skills shortages. The main survey was live between October 2022 and the end of January 2023, the digital skills survey was open between February 2023 and the end of March 2023, and the green skills survey was open from the beginning of April 2023 until the middle of May 2023.

Copy attached at ANNEX F

Activities

Engagement with our stakeholder groups was conducted via a range of different methods, including: email, newsletter correspondence, online meetings, in-person meetings and events.

When our employer survey went live in October 2022, initial contact was made with businesses from the Chamber network, our service users, contacts at ERBs, contacts at the 10 Local Authority areas in Greater Manchester, providers, delivery partners and our stakeholders. Online or in-person meetings were scheduled with ERBs, Local Authorities, delivery partners and stakeholders to explain the context and project in-depth and to garner support for the LSIP.

Briefing sessions were also held with GM Mayor Andy Burnham – especially most recently in the context of the technical skills work forming out of the Trailblazer Devolution Deal – and Cllr Eamonn O’ Brien the GM Lead on Skills and Employment.

Content in the form of a ‘Communications Toolkit’ was tailored for each group, containing a link to the survey with key messages around why employers should take part, a QR code linking back to the survey, suggested social media posts, graphics, and newsletter and website copy, which outlined the aim of the project and how employers could get involved. ERBs and LAs shared content about the LSIP and the survey links on their newsletters and social media channels.

Chamber members and partners were also sent relevant copy and the survey link so that they could share information about the LSIP with their clients, suppliers, networks, etc, as well as completing the survey themselves. Regular articles were included in the Chamber’s weekly newsletter to member businesses, its fortnightly newsletter to international trade

customers, quarterly newsletters for each Local Authority area and various sector mailers specifically targeting businesses in the construction industry, net zero sector and engineering and manufacturing industries. These mailers had an average open rate of 33% and an average click through rate of 6.7%. Articles were also uploaded onto the Chamber's website and regular social media posts (mainly using Twitter and LinkedIn), which helped to raise awareness of the LSIP and encourage participation. In total, these posts generated over 1,300 engagements and almost 26,000 impressions.

A pull-up banner with a QR code linking back to the employer survey was positioned in the main entrance to the Chamber's building in central Manchester, which is visited by members and non-members attending meetings within the events space and using our conference facilities. The QR code and link to the employer survey was also added to the team's email signatures.

Press releases were distributed to relevant local and business publications both at the start of the project, and when we changed the survey to focus on green skills. At this point, we also targeted green business groups, such as Green Economy (part of the Growth Company), Bee Net Zero, LinkedIn groups and other publications focusing on net zero and green issues to reach employers within that sector and those who were interested in achieving their own net zero ambitions.

In March 2023, we launched a podcast to help raise awareness of the LSIP and again, encourage businesses to complete the survey or contact us about their skills and recruitment issues. This covered different themes, starting broadly with why we were undertaking the project and what we were hoping to achieve, and moving to focus on investment plans for different Local Authority areas of Greater Manchester, why businesses should think about green skills gaps and roles that are proving difficult to recruit in different sectors. The podcasts were promoted across our social media channels and newsletters.

The LSIP team attended our own Chamber networking events in all 10 boroughs of Greater Manchester to speak to businesses face-to-face about the LSIP, as well as events tailored to businesses within different sectors, for example, property and construction, and engineering and manufacturing. Members of the LSIP team also attended non-Chamber events and meetings, both online and in person, led by the following organisations to raise awareness of the LSIP and encourage participation:

Stockport Economic Alliance
Greater Manchester Cyber Foundry
Manchester Metropolitan University's PrintCity
Greater Manchester Learning Provider Network
The Northern Governance Conference
North West Apprenticeship Awards
Northern Skills Network
Manchester City Council's Work and Skills Board
Salford City Council's Work and Skills Board
Manchester College
University of Manchester

Wigan and Leigh College
Greater Manchester Colleges Group
Bolton College
Bury Council
Greater Manchester Combined Authority
Northern Economic Summit
Oldham College
Tameside Council
Manchester Central
Home Builders' Federation
Co-operative Bank
Northern Regional Assembly
Manchester Airport Group
Medilink
Access Creative College
Stockport Metropolitan Borough Council
Construction Industry Training Board
Electrical Contractors' Association
Manchester Digital
The Business Group
Pro-Manchester
Salford College
Wigan Council
Bury College
Association of Colleges
EY Foundation
Chartered Institute for the Management of Sport and Physical Activity
Casey Group
North West Business Leadership Team
Royal Society of Arts
Hopwood College
Tameside College
Midas
DWP
Greater Manchester LEP
Trafford College
Event Managers' Institute
The National Trust
Microsoft
Bolton Council
Siemens
Ofsted
Greater Manchester Integrated Care Board
Manchester Metropolitan University
Trafford Council

Housing, Learning and Work Conference
Ingeus
Winstanley College
Rochdale Sixth Form College
Xaverian College
Skills for Care
Base UK
Loreto College
HR Dept
OCN London
UCEN Manchester
Primary Engineer
Sir John Rigby College
Oldham Employment and Skills Partnership Board
Recruitment and Employment Confederation
Pride in Leadership

Printed leaflets, which included the QR code linking to the employer survey and key messages about the LSIP, were issued to stakeholders who were holding or attending events for GM employers. The leaflets were included in merchandise packs and given out directly to employers. Key events where leaflets were supplied included: The Convention of the North, attended by GMCA; The People's Powerhouse Annual Convention, attended by the Royal Society of Arts; and Stockport's Economic Masterplan, attended by our Stockport Local President, Sharon Seville.

To ensure that every opportunity to engage with businesses about the LSIP was maximised, we provided information to the wider Chamber team, so that they could confidently speak to members and non-members about the LSIP and how to get involved, either through online calls or at external networking events.

Additional data gathering sources

To engage further with businesses who are not part of the Chamber network, we used data from our Zymplify platform, which is a system that creates newsletters, landing pages and lead generation forms to drive awareness and increase engagement in products or services. Zymplify provides the Chamber with data that can be filtered, depending on the target audience. We contacted Greater Manchester employers from this data to raise awareness of the LSIP and to ask them to complete our survey. Similarly, we obtained data from Experian that was used for the same purpose.

Throughout the data collection period, we also commissioned responses to the employer survey through Survey Monkey – the platform that we use to create and design our surveys. This was another activity that was undertaken to ensure we were targeting businesses outside of our immediate networks.

Interviews

In addition to collecting survey responses from employers, we conducted face-to-face/online interviews with 108 individuals from different sectors between January 2023 and May 2023. The interviews were conducted either on a one-to-one basis, or in small industry-specific groups. The sectors represented included: property and construction, digital and creative, health and social care, hospitality and tourism, net zero, legal and accounting, finance, online retail, education and childcare, logistics and manufacturing. These interviews were designed to collect qualitative evidence and explore some of the issues around skills shortages in greater depth. Quotes from some of the employers we interviewed are included within the main LSIP report.

Explain why there is confidence that the findings are representative of employers (including numbers of employers engaged to ensure a sufficient breadth and depth and that the sample of employers are beyond own membership and ‘usual suspects’).

The total number of employers who contributed to the Greater Manchester LSIP was approximately 3,500. This figure includes businesses who completed one of our three surveys, those who took part in our interviews, attendees at the Chamber’s Assembly meetings, businesses and training providers attending the Greater Manchester Learning Provider Network meetings, the Work and Skills Board for Manchester City Council and the Skills and Word Board for Salford City Council.

The table below shows a breakdown of the total number of employers who participated in our main survey on core labour and skills challenges faced by employers in Greater Manchester. Subsequently, the survey responses for the focused surveys into digital skills and green skills are presented for each Local Authority area of Greater Manchester. The total number of respondents in this table exceeds the number of businesses who completed our surveys as some reported having premises in more than one Local Authority area.

Distribution of respondents across Local Authority areas

Local Authority	No. of respondents	Percentage of total sample
Bolton	352	12.5%
Bury	185	6.6%
Manchester	775	27.5%
Oldham	144	5.1%
Rochdale	174	6.2%
Salford	218	7.7%
Stockport	226	8.0%
Tameside	103	3.7%
Trafford	196	7.0%
Wigan	154	5.5%
Other location	289	10.3%
Total	2816	

The below table shows a breakdown of respondents by sector, and the percentage that each sector contributed to the total sample.

Breakdown of respondents by sector

Sector	Number of respondents	Percentage of total sample
Agriculture, forestry and fishing	20	0.7%
Arts, entertainment, recreation and other services (inc. charities)	69	2.5%
Business administration and support services	131	4.7%
Construction	261	9.3%
Creative, Media & marketing, Advertising	131	4.7%
Digital, Technology, Information and communication	197	7.0%
Education	259	9.2%
Financial services, banking and Insurance	144	5.1%
Health and social care	203	7.2%
Hospitality & food services, Accommodation	120	4.3%
Logistics & storage, Distribution & transport incl. postal	105	3.7%
Manufacturing & engineering incl. engineering services	452	16.1%
Mining, quarrying and utilities	18	0.6%
Motor trades	47	1.7%
Personal services (e.g. beauty, hairdressing)	35	1.2%
Professional, scientific and technical services (e.g. Accounting, legal, laboratory services)	238	8.5%
Property & Real Estate	95	3.4%
Public services and defence	75	2.7%
Wholesale and retail	216	7.7%
Total	2816	

Below is a breakdown per Local Authority area of the number of responses we received to the digital skills survey - 198.

Digital skills survey

Local Authority	No. of respondents	Percentage of total sample
Bolton	24	12.1%
Bury	10	5.1%
Manchester	92	46.5%
Oldham	9	4.5%
Rochdale	7	3.5%

Salford	12	6.1%
Stockport	7	3.5%
Tameside	9	4.5%
Trafford	12	6.1%
Wigan	14	7.1%
Other	2	1.0%

Below is a breakdown per Local Authority area of the number of responses we received to the green skills survey - 162.

Green skills survey

Local Authority	No. of respondents	Percentage of total sample
Bolton	20	12.3%
Bury	10	6.2%
Manchester	73	45.1%
Oldham	10	6.2%
Rochdale	11	6.8%
Salford	5	3.1%
Stockport	9	5.6%
Tameside	3	1.9%
Trafford	5	3.1%
Wigan	14	8.6%
Other	2	1.2%

We believe that the number of responses from each Local Authority area and each sector is sufficient for us to confidently articulate the skills needs of businesses in each area and sector. The number of responses from each Local Authority area is relative to the number of businesses based in that area, for example, Manchester city centre has the highest proportion of businesses located there, and therefore, has the largest number of responses.

As the employer survey did not ask for the name of the business, we cannot categorically say how many responses came from Chamber members and how many came from non-members. However, because of our initial early and continued engagement activity with ERBs, Local Authorities, members' networks and other stakeholders where we asked for the employer survey link to be shared, we believe that responses have been received from businesses outside of the Chamber network.

The majority of the interviews that were conducted to obtain the qualitative data for the LSIP were with individuals from non-member businesses (61%). As we have the name of the business that these individuals represented, we have been able to cross-reference these against our CRM system.

Provide details of the data sources and reports etc that have been used to inform the development of the LSIP and how this data and analysis has been used to add-value and credibility to the articulation of employer skills needs in the area.

The initial point of reference was the Employer Skills Advisory Panel's Local Skills Report & Labour Market Plan. In addition to providing a background to the skills and employment landscape in Greater Manchester, ESAP reports helped in establishing areas of strengths and some areas that needed improvement.

The second point of reference was Greater Manchester Chamber of Commerce's Quarterly Economic Survey (QES), which is part of the UK's largest regular survey of businesses. The QES, which has been administered by the Chamber since the late 1980s, includes questions on recruitment intentions, recruitment difficulties and business training. This offered baseline data about labour shortages that businesses are experiencing and how the recruitment situation was different for different sectors. To supplement data from the QES, sector specific skills intelligence reports published by GMCA were used to understand the skills and talent needs of employers in those sectors.

Dashboards published by DfE's Unit for Future Skills were used to obtain an understanding of current employment, qualification achievements and outcomes for learners. This was supplemented with analysis produced by GMCA's Skills Observatory and Work and Skills boards of the Local Authorities in Greater Manchester along with regular meetings and updates.

ONS datasets such as the Business Register and Employment Survey, UK Business Counts, Regional Gross Value Added for NUTS1, NUTS2 and NUTS3 regions amongst others were used in the analysis to understand the local economy and business demography.

Numerous other reports and academic papers were used in the desk research. Examples include:

- Reports published by ERBs and sector bodies such as CBI, Chartered Institute of Personnel and Development, Chartered Institute of Marketing, FSB, Logistics UK, Make UK, Tech Nation and Tech UK
- Reports published by HM Government departments and Parliament.
- GM Local Industrial Strategy, GM Independent Prosperity Review, Local Authorities' strategic growth plans and skills plans.
- Reports on green skills such as Closing the UK's green skills gap published by the Green Skills Alliance and Skills for a green economy published by HM Government.
- Academic papers and peer reviewed journals.
- The three separate surveys conducted as part of the LSIP research with collectively over 3,000 responses from businesses across Greater Manchester.
- Well over 100 interviews with business representatives.

- Job postings data from Adzuna, supplier of vacancies data to the ONS.
- Construction sector data from Barbour ABI, supplier of construction projects information to the ONS.

A full bibliography of reports and papers used in the production of this LSIP is included at ANNEX B(1).

Stage B: Translating employer skill needs.

Describe the process of engagement with providers in the development of the “priorities for change” in the LSIP including the details of the providers engaged (i.e., range of provider types including FE and Sixth Form colleges, ITPs, HEIs).

The Chamber had already established good connections and engagement with a range of providers throughout Greater Manchester prior to work starting on the LSIP. We had already supported previous bids that the GM Colleges Group had submitted for SDF and our Head of Research is a non-exec director on the board of the GM Learning Provider Network with which we have also partnered on bids in the past.

The Chamber has long-standing and established working relationships with the HEIs throughout GM and regularly undertake joint activity and support them on a variety of issues and activities. Our front-line membership managers have also developed a variety of relationships with various education establishments including SFCs and other providers.

A full list of providers that we have engaged with can be found in Part A of this Annex.

The above activity gave us an excellent starting point with the engagement process around learning providers. It was identified early in the process that the FE Colleges would be a critical element of this work, so much of the initial focus was centred on them.

The first priority was to meet all Principals individually to explain the LSIP and the workplan and methodology we would be using. Other presentations were arranged with college boards, governors and other groups to support the development and rollout of the LSIP.

Building on from this, data and intelligence was collected about delivery provision, as well as where colleges had existing Industry Advisory Boards and other, similar groups of local employers that met to identify skills needs and develop provision. It was agreed that ‘new’ groups would not be set up and that existing activity would be incorporated into the work supporting the development of the LSIP.

By combining the benefit of a strong working relationship with data obtained around provision, we could establish an accurate picture of current provision by the FE Colleges and focus in on areas where employers and other data had highlighted shortfalls in provision and demand.

Coupled with this was ongoing work with other non-GFE providers including Sixth Form Colleges and independent providers. Similar methods were used to engage with Principals in SFCs - building on personal contact and collection of provision data.

Regular updates and meetings were held with providers, and initial baseline data highlighting emerging priorities around skills, occupations and training demands was sent to providers at the end of March to assist with the development of Accountability Agreements where appropriate.

Concurrent with this activity, work was taking place analysing the various GM level growth reports and strategies eg Greater Manchester Strategy, Local Industrial Strategy. This identified key growth sectors and then referenced these with local growth plans and strategies in each Local Authority area.

This activity, cross-referenced with provision and supply side data, produced and highlighted local priorities for sector growth, future economic developments, future job roles and occupations and expected gaps in provision. This information was broken down on an area-by-area basis to give providers and others a genuine local overview in line with the approach taken to develop the LSIP. Subsequent activity enabled this information to be aggregated up to give GM level priorities. Further details of these results can be accessed in Annexes D and E.

To assist with this, we used some of the process that had been outlined by ThinkUK in the joint sessions with DfE about the assimilation of data and intelligence to cross reference and highlight shortages in occupations or sectors. Whilst the resultant information does not follow their model exactly, it was helpful in establishing a format and process that we could use.

In addition, the Chamber was also engaged with an ongoing SDF project looking at how Higher Technical Qualifications in construction can be developed and rolled out across FE. Engagement in this work helped with raising awareness of the LSIP, building new engagement opportunities, identifying some critical areas of skills shortages and establishing an effective mechanism to bring forward solutions with employers and colleges working together.

Greater Manchester Learning Provider Network is the membership body for ITPs in GM and the Chamber's Head of Research is a non-exec Director. This has allowed us to ensure there has been engagement with and information provided to ITPs throughout Stage 1. In addition to the Board, there is an Advisory Board made up of ITPs and some of the client employers at which the LSIP has been discussed several times and feedback given. There are also regular network meetings held which are open access and three of these during the Stage 1 period contained items on the LSIP.

Stage C: Addressing Learner demand and employer engagement.

Describe the process for engaging with wider delivery partners in developing solutions and the roadmap, including details of the delivery partners engaged (e.g. CEIAG providers, JobCentre Plus, MCA/GLA, LEP).

In 2021 we submitted a pilot bid for a trailblazer LSIP, supported by the GM Colleges Group and GMCA. Whilst this bid was unsuccessful we agreed to continue working together in the manner of a 'shadow' LSIP, reflecting the actions put forward in the plan. This has been invaluable and the GMCA has been an integral part of the LSIP work, from the initial

application to ongoing activity, in helping ensure that the GM level activity, including strategic developments, have been included in the work.

GMCA have shared data and insights as part of the development of the LSIP.

In addition to regular meetings with the GMCA skills team to update and discuss developments, staff have also been engaged with various groups run by the CA such as the skills observatory, as well as attending meetings of the ESAP of which the Chamber CEO is a member. These have been important in not only giving briefings on activity but allowing feedback and input to the plan to ensure that it will meet ongoing needs.

We have also met with key groups and leaders from within GMCA, such as the Careers & Enterprise Co-ordinator and the Higher Skills and Employer Engagement Manager responsible for expanded work experience in education and linkages with employers from schools into a variety of other non-traditional institutions such as HMP.

We have held sessions with JCP/DWP including an informative session with Job Coaches to highlight issues and barriers that clients were experiencing when going for job interviews, and any findings from these relating directly to skills shortages.

In addition, we have held two separate meetings with employees from businesses that have just left education or just been recruited to the roles. They gave valuable insight into their experiences of training and career guidance from school through FE and, in a couple of cases, into HE. This was helpful to get a clear and current understanding of their route, guidance and courses taken to get them into the job roles they were currently in.

Green Skills

Explain how consideration was given to “green skills” in the development of the LSIP including details of the specific ‘green skills’ priorities identified in the LSIP.

The transition to carbon neutrality is a priority for Greater Manchester. The Local Industrial Strategy set out an ambition for Greater Manchester to become carbon neutral by 2038 – 12 years ahead of the national target – by launching the UK's first clean growth mission. This ambition is unachievable without an ardent focus on green skills. The low carbon sector has also been mentioned by several Local Authorities as a strategic local priority. A radical uplift in green skills training provision will not only enable Greater Manchester to achieve its net zero targets, but also empower businesses in the region to take up opportunities in the green economy. Consequently, adequate consideration was given to green skills in the development of the LSIP.

In the lead up to COP26 in autumn 2021, a set of net zero related questions were added to the Chamber's QES Q3 2021. The results of this survey revealed that businesses were not aware of the scale of the activities and changes required to reduce carbon emissions within their own organisations, although the majority of respondents reported that they were committed to reducing carbon emissions.

There were also some misconceptions around green skills. For example, many respondents understood green skills as exclusively those to do with green energy generation or the

production and maintenance of electric vehicles. Against this backdrop, initial research on green skills was centred on a review of literature and understanding business practices around net zero. For sectors such as construction (retrofitting) or manufacturing (for example improving energy efficiency), identifying business practices were easier, and less so for other sectors, particularly those in the service sector.

To address this gap, a high-level analysis of sector specific elements which contribute to carbon emissions was conducted. The result of this analysis was a compilation of measures which would impact upon different sectors, eg reducing fuel utilisation in logistics and distribution, biodegradable/ eco-friendly packaging, reducing energy utilisation in IT data centres or addressing the behavioural element of encouraging staff to use public transport. Questions covering these issues were used in interviews with business representatives. These findings were put together to create a green skills survey, which provided additional intelligence on green skills challenges and the limitations in current training provision. Importantly, it emerged that there is a green skill dimension across various roles, meaning knowledge of green skills needs to be embedded within the curriculum.

MCA/GLA engagement (appropriate to LSIP specified areas covered by an MCA or the GLA)

Describe how the MCA/GLA were engaged in the development of the LSIP and explain how their views were considered in its development.

A statement from the MCA/GLA should also be submitted alongside the LSIP.

Briefing sessions have been held with GM Mayor Andy Burnham – especially most recently in the context of the technical skills work forming out of the Trailblazer Devolution Deal – and Cllr Eamon O'Brien the GM Lead on Skills and Employment.

Regular meetings have been held and updates shared both on activity and the development of the plan, as well as keeping abreast of developments in GM such as new growth priorities. With such a dynamic and evolving series of activities it has been a priority to maintain and enhance existing relationships with the CA to ensure that the plan will reflect demands now and for future growth.

GMCA have shared data to support the development of the LSIP and have been open with a variety of workstreams critical to the delivery of the skills agenda in GM.

With new opportunities arising out of the Trailblazer Devolution Deal announced in the Spring Budget, the last few months in particular have been critical in the whole process to ensure that the actions and intelligence coming out of the LSIP match with those needed to effectively deliver the new style technical skills requirements announced by the Mayor. This has come at a critical time and further work will need to be done in Stage 2 to ensure that the LSIP continues to reflect and match demand, not only with skills provision but also the emerging new governance models and structures arising from this work. Building on existing relationships and close working this should not pose any immediate problems to the successful adoption and delivery of the LSIP.