**Proposal to Little Hulton Big Local**

**Provision for NEET, and ‘at risk’ of NEET,**

**Young People in Little Hulton**

**September 2018**

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* + - 1. **Background Information**

**National and Local Context**

The growth in Salford and the city-region provides huge opportunity for Little Hulton (LH) residents, however many young people still face major challenges to access and progress into EET (education, employment and training).

Some young people face multiple barriers, linked to issues such as skills, health, disability, debt, child care, housing and transport. It is therefore vital that growth helps to address, rather than exacerbate, the situation for these residents and that the actions are linked to Salford and Greater Manchester (GM) strategic priorities (see Appendix 1).

Salford has seen an improved skills profile over recent years, however, there remains a significant proportion of residents with low or no qualifications. Salford has the highest rate of young people who are not in education, employment or training (NEET) in GM and the third highest nationally, although when combined with the destination ‘not known’ measure, the picture for young people compares more favourably with many local authority areas.

In April 2018, LH was the highest NEET % Ward in Salford. The NEET figures for LH and Salford, compared to last year are;

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | **Date** | **Cohort** | **NEET** | **Little Hulton %** | **Salford %** |
| **Little Hulton** | April 2017 | 351 | 34 | 9.69% | 6.15% |
| July 2017 | 541 | 63 | 11.65% | 7.23% |
| April 2018 | 547 | 68 | 12.43% | 7.14% |
| July 2018 | 389 | 38 | 9.77% | 6.69% |

To give an idea of the potential target group for the provision, the most recent NEET and ‘Not Known[[1]](#footnote-1)’ figures currently for Little Hulton and Walkden North are;

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **Ward Name** | **NEET** | **Not Known** | **NEET & Not Known** | **Cohort** | **Not Known %** | **NEET %** | **NEET + Not Known %** |
| Little Hulton | 44 | 9 | 53 | 389 | 2.31% | 11.31% | 13.62% |
| Walkden North | 23 | 5 | 28 | 270 | 1.85% | 8.52% | 10.37% |

From this data, it is clear that Little Hulton continues to experience an extremely high NEET %, at 11.31%, compared to Salford’s current average at 7.19% (Not Known 2.08%).

Data from November 2016 shows that Salford continues to experience unemployment and out-of-work benefit rates (19,000 people which is 11.7% of the working age population), higher than those experienced across GM (10.3%), the North West (10.1%) and nationally (8.4%). The average rate for LH stands at almost 20%. Based solely on 18-24 year olds, the number claiming Job Seekers Allowance or Universal Credit in LH stands at 22.5%[[2]](#footnote-2).

In 2017, findings from the consultation between the Little Hulton Big Local (LHBL) and residents of the LH community, identified a higher than average unemployment rate, particularly among 18-24 year olds, with limited local provision for tailored support for employment. This therefore provides the basis in which to work towards tackling the volume of young people who are NEET or at risk of becoming NEET. Findings also highlighted reluctance to travel outside LH for EET and the need to enhance volunteering opportunities and its links to employment.

This research provides an indication of a key contributing factor; low school attainment levels at GCSE age. Figures for Salford show:

* 30.3% of Salford’s working age population have a qualification at NVQ Level 4 or above, but this is below the national rate of 38.2%.
* Salford has a higher proportion of people with no qualifications at 10.1%, compared to 8.0% nationally.

Figures for LH compare as the lowest against Salford and Nationally[[3]](#footnote-3):

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Year** | **Attainment Level** | **Total Cohort** | **Num of Pupils** | **Little Hulton %** | **Salford %** | **National %** |
| 2016 | 5+ GCSE’s Grade A\*-C | 161 | 79 | 49.1% | 59.6% | 65.6% |
| 2016 | 5+ GCSE’s Grade A\*-C including Maths & English | 161 | 55 | 34.1% | 48.2% | 53.7% |
| 2017 | Strong Pass in English & Maths | 163 | 31 | 19% | 32% | 43% |
| 2017 | Standard Pass | 163 | 57 | 35% | 54% | 64% |

There are further underlying contributing factors, including anti-social behaviour (ASB) (see Appendix 2), risk-taking behaviour and poor mental health, impacting on young people’s journey to entering the labour market. Other issues are ill-health and caring responsibilities, higher than the Salford average.

It is also important to consider that LH has a demographic bias for under 25 and over 60 year olds, with implications for the future. This means that in 10 years there will be a significantly large proportion of young people. The key to their positive progression to further education, employment and training, is a high level of achievement, motivation and aspiration. Thus provision needs to address the disadvantages that young people are facing.

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.

Salford is however, performing well in terms of apprenticeships, with rates of people aged 16-17 moving into apprenticeships higher that than seen at Greater Manchester and national levels. In terms of access and inclusion for LH young people, qualitative responses from the research questionnaires emphasised the need for EET, with a strong emphasis on apprenticeship/traineeship related interventions and support.

1. **The Proposal**

The above information evidences the challenges that remain with regard to connecting young people to EET. Reducing the number of young people who are NEET and at risk of becoming NEET, is a major priority for the LHBL. Analysis of LH’s NEET cohort in May 2018 showed that from the 30, only 2 young people had not been identified as experiencing an additional barrier to EET, known as a characteristic of being NEET.

Preventative re-engagement models of provision are proven to successfully support young people’s journey to sustained participation in EET. Re-engagement programmes are a catalyst for improving resilience factors, social mobility and preventing socio-economic barriers, such as benefits dependency, poor health, inability to follow online application processes, unwillingness to travel outside of LH and lack of personal transport, caring responsibilities, reduced self-confidence and an increased risk of criminality and anti-social behaviour.

The proposal is therefore to pilot a targeted and intensive re-engagement provision, to addresses a gap in local provision and connect more young people in LH to positive opportunities and destinations. The provider will operate as a positive role-model, delivering high-quality, personalised one-to-one mentoring support, which will help young people to identify and address their barriers to accessing and participating.

In addition, each participant will have access to a personalised budget, which will be used to overcome barriers, for example transport and travel, equipment and clothing.

**3. Service Requirements**

By delivering this contract, we expect the Provider to:

* Develop an age-appropriate re-engagement offer, working towards full participation[[4]](#footnote-4), that helps participants to obtain the skills, confidence and competencies needed to progress into future EET provision.
* Engage with young people for a minimum of 12 hours per week, supporting them to work towards achievable qualifications and professional accreditation awards, where appropriate.
* Work with other local providers (e.g. Salford City College, Sale Sharks and Raise the Youth Foundation) to meet local needs and avoid duplication and/or displacement of existing services and initiatives that are already working effectively with young people in LH.
* Support the role of the voluntary, community and social enterprise (VCSE) sector by encouraging participation in volunteering, training and work-related experience[[5]](#footnote-5).
* Work in partnership with the Career Connect Connexions Service, to identify and engage participants on the programme.
* Administer a personalised budget element for participants requiring additional support to overcome barriers and issues affecting their participation in the programme and accessing opportunities.
* To assess possible underlying undiagnosed support needs, by working closely with the secondary school SENCO team, to provide supporting evidence, such as observational reports, screening assessments and identifying risk factors, to support referrals to appropriate support services, such as Educational Psychology and CAMHS.
* Engage with the parents/carers and other relevant family members of participants, to ensure there is a holistic supportive approach.
* To conduct a piece of research in consultation with LH young people and other providers, to identify reasons for becoming disengaged.
* Attend local forums and partnership meetings where possible, to raise awareness of the programme, including the LHBL Employment and Enterprise Task Group, the West Locality Outreach and Engagement Partnership group and the Youth Provision Partnership group.
* Submit quarterly evidence-based reports, and an extensive 12-month evaluation, as part of the performance monitoring and evaluation process to the LHBL.

**4. Target Audience**

The provision will be expected to support a minimum of 24 young people, across the 12 month duration, in KS4[[6]](#footnote-6) and on-roll at a Little Hulton Secondary School or living in Little Hulton and elective home educated, who are at risk becoming of NEET **or** young people aged 16-25 who are currently NEET[[7]](#footnote-7) and living in LH. It is unlikely that these young people will be known to other services and they may not be claiming entitled out-of-work benefits, and therefore are classed as ‘hidden NEETs’. The provider will need to consider this when targeting the 16-25 cohort, to ensure that appropriate young people are identified and referred to the programme, using innovative engagement methods.

The provider will be expected to work with each participant for a period of between 3-6 months, or longer where required.

Young people will be expected to have one or more of the following characteristics;

* Poor school attendance (identified as a persistent absentee at below 90%).
* Qualifications below Level 1 (or predicted low attainment levels if still in school).
* School leavers and not participating in education, employment (with or without training) or training.
* Identified by the Career Connect Connexions Service as targeted and vulnerable[[8]](#footnote-8).

The provision is expected to work in partnership with local secondary school(s)[[9]](#footnote-9), Career Connect Connexions Service, Community Safety Response Team (CSRT) and the West Locality Early Help Hub to identify and support appropriate young people. The provider will also be expected to work with other relevant support services, for example CAMHS and the Youth Support Service’s, to provide an holistic approach.

**5. Targets and Monitoring**

Engagement;

* 12 hours per week engagement, delivered to each participant, this could be in the form of one-to-one mentoring support, small-group work sessions, visiting providers/organisations.
* All participants to undertake a work-related experience (as defined on page 6) linked to their vocational area of interest and help them make better informed post-16 progression plans.
* Work with key school staff to understand the barriers for each young person and any historical information which may inform engagement activity.
* Keep parents/carers informed of their progress and engagement and help them to understand how they can support their child.

Development;

* All participants able to demonstrate improved personal, social and training-ready skills.[[10]](#footnote-10)
* All participants to achieve Level 1 Functional Skills or equivalent accredited qualification by the end of the programme[[11]](#footnote-11).

Progression;

* 80% of participants to progress into a positive destination[[12]](#footnote-12) for at least 3 months, within 1 month of completing the programme.

**6. Outcomes**

Key performance indicators used to measure the success for the provision are to;

* + Prevention of, and reduction in the number of young people currently in KS4, identified as being ‘at risk’ of NEET.
	+ To ensure participants receive appropriate and timely screening tests and referrals to support services, to eliminate underlying contributory factors of becoming ‘at risk’ of NEET.
	+ To share findings of the research and consultation, to gain understanding of common themes pertaining to NEET and to identify young people’s preferred solutions to re-engage them into EET.
	+ Reduce the proportion of young people in LH, ages 16-25 who are NEET.
	+ All participants to achieve Level 1 Functional Skills or equivalent accredited qualification by the end of the programme, where required[[13]](#footnote-13).
	+ Increase the proportion of young people in LH, ages 16-25, participating in accredited training.

Subject to the extension of the pilot, long-term outcomes will include;

* + The provider to work with local voluntary organisations and businesses, to offer opportunities around developing an ongoing trainee-mentoring provision with an employer, for NEET young people who have completed, or near completion of the programme.
	+ Increase the number of young people in LH ages 16-25 accessing traineeships and progressing into further education and training.
	+ Reduce the number of 18-25 year olds who are out of work and in receipt of benefits (including claiming Universal Credit unemployed component), in LH.

**7. Contract Value and Duration**

The provision is seeking a total of £30,000 from the LHBL Employment, Training and Wellbeing Grant. This amount is inclusive of each participant having a maximum allocation of up to £150 as a personal budget, totalling £3,600. The total cost is **inclusive of VAT**.

The contract will run over a 12 month duration over the 2018/19 year, as a pilot, commencing on receipt of initial funding.

Progress and performance monitoring reports will be submitted to the LHBL at regular stages throughout the programme. Initially, monthly reports for the first quarter, then quarterly monitoring reports and a full service review at 6 months to inform future planning. Monitoring reports may be shared with school(s) and other appropriate providers. The provider is expected to fully evaluate the service provision and success measure for intended outcomes, in order to scope the potential for funding which may be sought to extend the provision for a subsequent 12-month period, 2019/20. Subject to the success of the provision, the provider will therefore be expected to work with the LHBL, to seek additional funding for extension of the provision.

The Little Hulton Big Local would consider match-funding as part of this proposal.

**8. Compliance**

The provider is expected to be compliant with all necessary policies and procedures and provide evidence of practice, where appropriate. This includes:

* Safeguarding
* Relevant legislation
* Insurance
* Complaints Procedure
* Equality and Diversity Policy
* Health and Safety
* Vocational registration (where applicable)
* Managing quality
* Data sharing
1. **Safeguarding**

In Salford, we are committed to promoting the welfare of all citizens, and ensuring that children and vulnerable adults are kept safe from harm. The provider must demonstrate a commitment to keep all children, young people and adults safe. This will include:

* Suitable procedures in respect of adult protection, to prevent and respond to abuse. These must be compatible with the Safeguarding Vulnerable Adults multi agency policy and procedures;
* Suitable arrangements to safeguard and promote the welfare of children. These must meet the Salford Safeguarding Children Board (SSCB) standards.

This will include robust and clear safeguarding policies and procedures. For further information and to ensure that you have the correct policies and procedures in place, refer to <https://www.partnersinsalford.org/sscb/>

1. **Staffing**

The provider must have suitably qualified and trained staff and volunteers who are able to deliver the service effectively and professionally. In meeting this requirement, the provider should ensure all staff have:

* Been appropriately vetted and undertaken all necessary checks with the Disclosure and Barring Service (“DBS) where access to children and vulnerable adults is likely.
* Knowledge and experience of delivering similar types of support and/or provision.
* Good understanding of local services, education, employment and training provision and other relevant engagement activities in LH and Salford.
* Good understanding of the ethnic, cultural, economic and personal profiles of young people within the LH community and Salford demographic.

**Appendix 1**

**Strategic Alignment**

In the last ten years, Salford has experienced exceptional levels of growth, well above Greater Manchester and national averages. The population grew by 24,000 – growth of 11%, which was above the Greater Manchester (+7%) and national (+7.4%) averages.

Over 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 square metres of employment floor space developed.

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

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

The Greater Manchester Forecasting Model (GMFM)[[14]](#footnote-14) suggests Greater Manchester’s labour market will increasingly take on a pattern sometimes called ‘the hourglass economy’, with growth in both high-skill jobs and low-skill jobs, but much lower growth at intermediate skill levels.

The GMFM forecast indicates that, in terms of changes in qualification required by Greater Manchester employers by 2033:

* 245,000 more jobs will require NQF (National Qualification Framework[[15]](#footnote-15)) Level 4+
* 105,000 fewer jobs will require NQF 3
* 52,000 fewer jobs will require NQF 2
* 15,000 more jobs will require NQF 1
* 28,000 more jobs will require other qualifications
* 47,000 fewer jobs will require no qualifications

Salford’s Employment and Skills Strategy 2017–2020[[16]](#footnote-16) highlights that it is therefore important to work with industry/business to ensure that good employment standards are in place, with opportunities generated offering sustainable employment with an affordable level of pay, and that there are more opportunities for in-work progression.

The key industries most likely to grow in the future are[[17]](#footnote-17):

* business, financial and professional skills
* construction
* digital and creative
* health and social care
* hospitality, tourism and sport
* logistics and manufacturing

With its new campaign, The Future of Skills 2028[[18]](#footnote-18), the Greater Manchester Chamber of Commerce wants to not only gather the best knowledge available but, most importantly, get the various stakeholders to listen to each other and view the system as a whole, working together to adapt to the changing needs of business. In this way, the aim is to find solutions to ensure that the availability of skills in ten years’ time matches up to the expectations of business and the aspirations of local people and workers.

Local people and growth industries need to be brought together in a structured way if the people, especially those from disadvantaged communities, are to be equipped for employment or entrepreneurship, and an even more unequal economy and society is to be avoided.

The Mayor of Greater Manchester has made work/life readiness one of his four main priorities. *Our People, Our Place. The Greater Manchester Strategy*[[19]](#footnote-19) has as a priority ‘young people equipped for life’, with the ambition that *“All our young people will successfully transition out of secondary school life ready, equipped for work and life-long learning.”* It includes this statement:

*“We need to ensure that there is a clear pathway for all young people to follow to reach their full potential. This will mean working in a more integrated manner between educational institutions, business, local authorities and residents. Schools, colleges and training providers need to prepare people for the world of work; this will mean that the current focus on qualifications needs to be enhanced with the core competencies required to succeed in the workplace. School curricula need to be enriched by experience of the world of work, including providing all young people with encounters with business through work placements, business mentoring or real life business projects. We will work with schools and businesses to develop the best approach to delivering this in Greater Manchester.”*

*The Salford Employment and Skills Strategy 2017–2020[[20]](#footnote-20), o*ne of the three strategic priorities in this strategy is: *young people achieving and progressing in education and work.*

**Appendix 2**

**Anti-Social Behaviour Figures**

Issues surrounding ASB and public order in LH have tended to be around the district centre. There has been a partnership activity around the centre and in recent months has experienced less incidents.

 Although this data is not specifically related to ASB among young people, the ASB figures for LH are displayed in the table below, for April to July 2018, in comparison to 2017 and the previous two financial years. It also displays public order as coding has changed and some offences which were coded as ASB are now classed as public order. Therefore there are decreases in ASB but increases in public order.

|  |
| --- |
| **Anti-Social Behaviour** |
|   |   | Apr | May | Jun | Jul | Total | % |
| Little Hulton | 2017/18 | 76 | 51 | 44 | 34 | 205 |  |
| 2018/19 | 27 | 43 | 25 | 24 | 119 | **-42** |
| Walkden North | 2017/18 | 61 | 39 | 26 | 35 | 161 |  |
| 2018/19 | 19 | 26 | 37 | 21 | 103 | **-36** |
| Walkden South | 2017/18 | 27 | 27 | 21 | 15 | 90 |  |
| 2018/19 | 12 | 17 | 23 | 14 | 66 | **-27** |

|  |
| --- |
| **Public Order Offences** |
|   |   | Apr | May | Jun | Jul | Total | % |
| Little Hulton | 2017/18 | 16 | 12 | 24 | 22 | 74 |   |
| 2018/19 | 31 | 28 | 31 | 29 | 119 | **61** |
| Walkden North | 2017/18 | 27 | 24 | 24 | 31 | 106 |   |
| 2018/19 | 20 | 23 | 28 | 28 | 99 | **-7** |
| Walkden South | 2017/18 | 6 | 10 | 15 | 19 | 50 |   |
| 2018/19 | 6 | 14 | 5 | 12 | 37 | **-26** |

|  |
| --- |
| **Anti Social Behaviour** |
|   |   | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar | Total | **%** |
| Little Hulton | 2016/17 | 70 | 58 | 73 | 63 | 71 | 64 | 58 | 40 | 48 | 37 | 37 | 47 | 666 |  |
| 2017/18 | 76 | 51 | 42 | 36 | 37 | 28 | 39 | 43 | 34 | 20 | 19 | 21 | 446 | **-33** |
| Walkden North | 2016/17 | 41 | 49 | 53 | 48 | 52 | 43 | 65 | 44 | 54 | 35 | 39 | 48 | 571 |  |
| 2017/18 | 61 | 39 | 23 | 38 | 46 | 36 | 33 | 44 | 35 | 15 | 16 | 34 | 420 | **-26** |
| Walkden South | 2016/17 | 24 | 29 | 23 | 20 | 18 | 26 | 14 | 16 | 19 | 18 | 22 | 20 | 249 |  |
| 2017/18 | 27 | 27 | 21 | 15 | 15 | 8 | 22 | 10 | 18 | 15 | 18 | 14 | 210 | **-16** |

|  |
| --- |
| **Public Order Offences** |
|   |   | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar | Total | **%** |
| Little Hulton | 2016/17 | 6 | 8 | 8 | 3 | 8 | 9 | 5 | 6 | 16 | 7 | 8 | 11 | 95 |  |
| 2017/18 | 16 | 12 | 24 | 22 | 31 | 26 | 25 | 22 | 45 | 24 | 19 | 16 | 282 | **197** |
| Walkden North | 2016/17 | 8 | 9 | 7 | 4 | 6 | 9 | 8 | 5 | 13 | 20 | 19 | 16 | 124 |  |
| 2017/18 | 27 | 24 | 24 | 31 | 45 | 38 | 31 | 30 | 23 | 17 | 30 | 28 | 348 | **181** |
| Walkden South | 2016/17 | 2 | 6 | 2 | 6 | 2 | 6 | 4 | 3 | 1 | 8 | 8 | 8 | 56 |  |
| 2017/18 | 6 | 10 | 15 | 19 | 11 | 9 | 16 | 12 | 8 | 15 | 12 | 10 | 143 | 155 |

Sourced by GMP BI System.

1. Residents in the LA area, who’s EET activity is unknown [↑](#footnote-ref-1)
2. <https://www.partnersinsalford.org/media/1232/employment_skills_strategy_2017-20.pdf> [↑](#footnote-ref-2)
3. [Little Hulton Big Local Community Plan 2017 -2020.pdf](file:///C%3A%5CUsers%5Cemma.james.COS.000%5CAppData%5CLocal%5CMicrosoft%5CWindows%5CINetCache%5CContent.Outlook%5CCH8QTYU8%5CLittle%20Hulton%20Big%20Local%20Community%20Plan%202017%20-2020.pdf) [↑](#footnote-ref-3)
4. All young people are under a duty to continue participating in education or training until at least their 18th birthday. This applies to all young people born on or after 1 September 1997. Participation can include full-time education in school, college or training provider; full-time work or volunteering (over 20 hours) combined with part-time education or training leading to relevant, regulated qualifications; an apprenticeship, traineeship or supported internship. [↑](#footnote-ref-4)
5. Work-related experience is defined as any meaningful contact with a business/employer, such as a visit, to learn about a specific job role or industry. [↑](#footnote-ref-5)
6. KS4 is year group 10 and 11 (ages 14-16). [↑](#footnote-ref-6)
7. Confirmation of NEET status must be obtained from the Connexions service. [↑](#footnote-ref-7)
8. Young people identified at school as being at risk of NEET through the Risk Of NEET Indicator (RONI). [↑](#footnote-ref-8)
9. Young people on-roll at a Little Hulton school are eligible for the programme, regardless of their home address. This includes pupils on-roll who are accessing Alternative Provision. [↑](#footnote-ref-9)
10. The provider will be required to have a suitable mechanism and methodology for demonstrating progress and development of “softer-skills”. The Council recommends the use of the Workstar, although other mechanism will be accepted, subject to agreement with the commissioner. [↑](#footnote-ref-10)
11. Individual baseline data from schools will be taken into account to assess ability to reach Level 1. Where an individual has shown ability to achieve Level 2, they will be supported to achieve this. [↑](#footnote-ref-11)
12. A positive destination is defined as an outcome, which results in the young person no longer being classified as NEET. This may include participation on a study programme, apprenticeship, traineeship, job (with or without accredited training) or volunteering opportunity for more than 20 hours per week. Re-engagement activity, including personal development opportunities, will also be considered as a positive activity if compliant with DfE requirements. See HYPERLINK "https://www.gov.uk/government/uploads/system/uploads/attachment\_data/file/483795/NCCIS\_Management\_\_Information\_Requirement\_2016\_to\_2017.pdf" https://www.gov.uk/government/uploads/system/uploads/attachment\_data/file/483795/NCCIS\_Management\_\_Information\_Requirement\_2016\_to\_2017.pdf for further information. [↑](#footnote-ref-12)
13. Individual baseline data from schools will be taken into account to assess ability to reach Level 1. Where an individual has shown ability to achieve Level 2, they will be supported to achieve this. [↑](#footnote-ref-13)
14. Greater Manchester Combined Authority (2017) Economic Forecasts for Greater Manchester HYPERLINK "https://www.greatermanchester-ca.gov.uk/info/20004/business\_and\_economy/73/greater\_manchester\_forecasting\_model/1" https://www.greatermanchester-ca.gov.uk/info/20004/business\_and\_economy/73/greater\_manchester\_forecasting\_model/1 [↑](#footnote-ref-14)
15. HYPERLINK "https://www.gov.uk/what-different-qualification-levels-mean/list-of-qualification-levels" https://www.gov.uk/what-different-qualification-levels-mean/list-of-qualification-levels [↑](#footnote-ref-15)
16. Salford City Partnership (2017), Salford Employment and Skills Strategy 2017–2020 HYPERLINK "http://www.partnersinsalford.org/documents/Employment\_skills\_strategy\_2017-20\_web\_-\_final\_(web\_version).pdf" http://www.partnersinsalford.org/documents/Employment\_skills\_strategy\_2017-20\_web\_-\_final\_(web\_version).pdf [↑](#footnote-ref-16)
17. Salford City Partnership (2017), Salford Employment and Skills Strategy 2017–2020 HYPERLINK "http://www.partnersinsalford.org/documents/Employment\_skills\_strategy\_2017-20\_web\_-\_final\_(web\_version).pdf" http://www.partnersinsalford.org/documents/Employment\_skills\_strategy\_2017-20\_web\_-\_final\_(web\_version).pdf [↑](#footnote-ref-17)
18. Greater Manchester Chamber of Commerce HYPERLINK "https://www.gmchamber.co.uk/campaigns/" https://www.gmchamber.co.uk/campaigns/ [↑](#footnote-ref-18)
19. Greater Manchester Combined Authority (2017) Our People, Our Place. The Greater Manchester Strategy HYPERLINK "https://www.greatermanchester-ca.gov.uk/ourpeopleourplace" https://www.greatermanchester-ca.gov.uk/ourpeopleourplace [↑](#footnote-ref-19)
20. Salford City Partnership (2017), Salford Employment and Skills Strategy 2017–2020 HYPERLINK "http://www.partnersinsalford.org/documents/Employment\_skills\_strategy\_2017-20\_web\_-\_final\_(web\_version).pdf" http://www.partnersinsalford.org/documents/Employment\_skills\_strategy\_2017-20\_web\_-\_final\_(web\_version).pdf [↑](#footnote-ref-20)