

Capacity Building for Inclusive Growth: a Sector and Place-Based Approach to Work-Based Training and Business Capacity

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Fragmentation, Misalignment, and Homogenous Silo-based Policies: barriers to inclusive growth?

- Industrial strategies (national and local) bemoan misalignment of education and training structures and provision with needs of business and economy
- Disadvantaged communities, school leavers and adults struggle to access provision they need
- Can a sector and place-based, co-production approach bring greater clarity?

Misalignment breeds complaints and distrust in 'system'

- Employers complain about irrelevant courses and young people's basic skills
- Training providers complain about lack of work placements and employer fickleness
- Both complain about funding
- Surface impression – lots of training courses and business-related initiatives – **but how do adults, young people and employers access what's on offer?**

Research at different scales: sector, city-region and a nationally determined 'skills system'

- Knowledge-Exchange Project funded by ESRC Impact Acceleration Account and supported by GM stakeholders
- Construction – concerns about the sector's skills and training model and the straightjacket of the national skills 'system'.
- Growing sector (economically and socially) in Greater Manchester – low in-work poverty, social mobility through apprenticeships and skilled trades, funding for sector deals



Panoramic view over Shude Hill and northern part of Manchester city centre redevelopment area

Buildings from left to right: 1. Arndale Centre tower 2. Ramada Hotel 3. Highland House 4. Cathedral 5. Printworks construction site 6. New Century House 7. CIS tower Wednesday 7 Oct 99 ©Aidan O'Rourke 07932 670170



BUT – deep-seated systemic challenges

- ‘boom and bust’ model, low profit margins
- ageing workforce (32% of GM construction workers 50+), lack of diversity, declining youth recruitment
- rapid change in technology and materials demand higher skill levels
- increasing culture of self-employment;
- mismatch between skill demand and training supply (plus impact of BREXIT)
- four-fifths of construction companies in GM have no formal training budget

Aligning Goals, Needs and Pressures of 'Restrictive' Productive Systems

- Construction – varied business models, cultural traditions, work organisation and employment arrangements, SMEs on a shoestring
- Training Providers - pressure of very heavy top-down government regulation - minimal discretion for stakeholders – yet competitive market
- GMCA/local agencies – devolution potential

The internet jungle: where do I find the support I need?

- We searched the internet as a prospective learner or employer to find training courses
- Findings revealed jungle of provision
- different entry requirements for same course
- inconsistent information - course length, costs, progression and employment prospects
- many courses don't offer on-site experience that employers demand
- websites highlight information for school leavers

Sector and Place-Based Analytical Framework: align goals, needs and capacity of industry, training and education, and city-region governance

Analytical framework to compare:

- employer practices (recruitment, training etc) by size and type
- changing workplace skills
- relevance of and access to vocational education and training locally

Sector and Place-Based Strategy: E&T

- Identify workplaces (particularly SMEs) needing support for business and training capacity – subsidies, mentors
- Identify effective workplaces and provider partnerships – ‘islands of excellence’
- Strengthen occupational pathways & careers advice – ensure progression can be achieved locally
- Pilot short-cycle training to stimulate demand
- Target priority neighbourhoods

City-region Co-production

- target local procurement and planning powers at sector level
- pilot alternative strategies/initiatives to loosen the national skills system straightjacket
- capitalise on the wealth of expertise and desire for collaborative working across GM
- work at a scale that has meaning for people, communities, employers, and training providers