

GMCA

SUBJECT: Young Person's Guarantee

DATE: 31 July 20

FROM: Cllr Sean Fielding: Skills, Work, and Apprenticeships & Digital.

Cllr Eamonn O'Brien: Children & Young People

PURPOSE OF REPORT

The decision to close schools and colleges as part of the national response to the Coronavirus (Covid-19) pandemic has already had a significant impact on the lives of thousands of young people across Greater Manchester, and with uncertainty continuing to remain around the conditions and timescales for re-opening education settings at both a local and national level, the consequences on young people's cognitive development, attainment and wellbeing could be severe.

Also in the last recession, young people saw their unemployment rate grow three times faster than their older counterparts, and whilst participation rates in further and higher education are expected to remain relatively stable, there is strong evidence to suggest that the impact of this crisis is going to be even greater for young people seeking work, or trying to remain in employment, due to the "perfect storm" of weak economic demand and the high competition for available jobs, particularly in sectors that have been most effected by the lockdown.

The aim of the report is to set out initial ideas around a **Young Person's Guarantee** for those aged **11-30 in Greater Manchester during and following the pandemic**; this supports the Life Ready agenda by bringing together coherent commitments from education, business and health, setting out the opportunities and messages that are there for young people and young adults to continue to prosper (see Annex 1). This work does not look to add more complication into the agenda; it is the result of ongoing work to deliver on the commitments and recovery plans for the GM Children & Young People's Plan, under the direction of the GM Children's Board and the work of the Employment & Skills Advisory Panel.

To add value to this collaboration, a **Youth Task Force** for GM is also being developed to help us drive forward the Young Person's Guarantee in respect of its design, development and delivery. The Task Force will be chaired by Diane Modahl and will have multi-agency representation, working closely with the Youth Combined Authority (YCA) and wider youth groups to better understand the views and concerns of young people from across Greater Manchester. This will strengthen the scope of Guarantee, ensuring its offer and entitlements reflect what young people have told us. It will also provide us with an overarching framework for the delivery of opportunities for young people, bringing together key initiatives such as **'Our Pass' and our expanding mental health support**.

RECOMMENDATIONS

- I. Agreement to the approach to the emerging Guarantee and comment on the scope.
- II. Agreement on the implementation of a 'youth task force'.

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1. Introduction

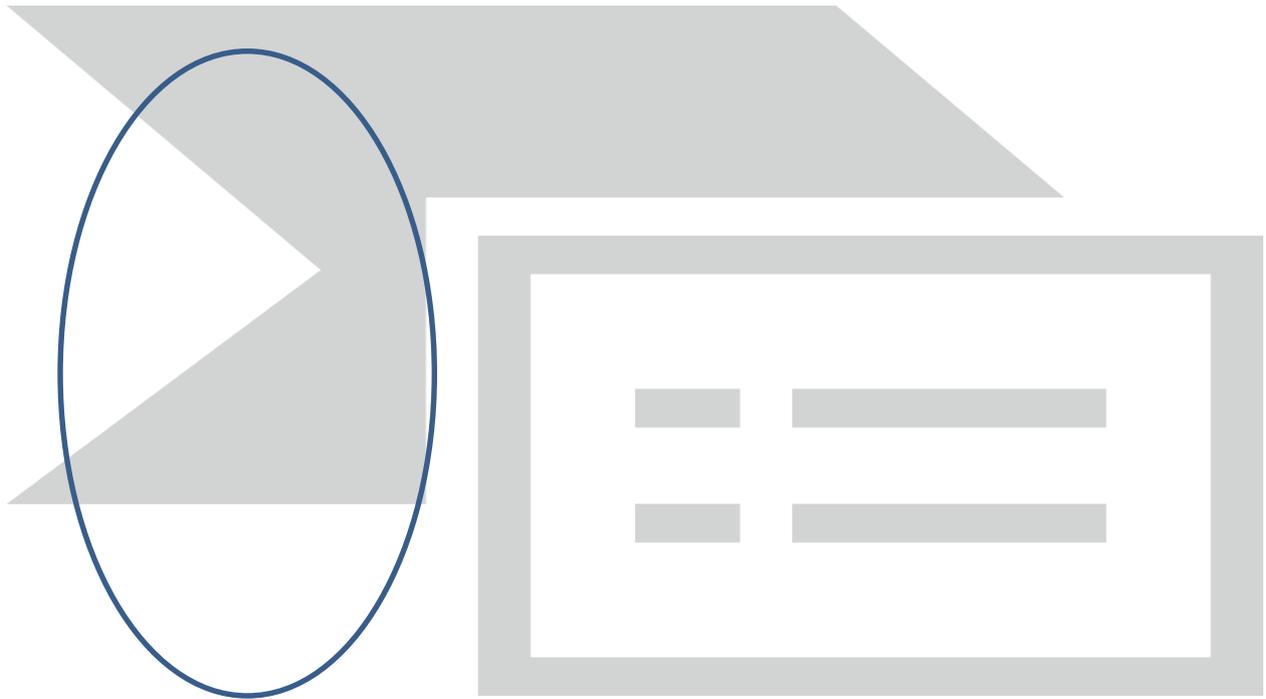
- 1.1. The Coronavirus pandemic has had an unprecedented impact on the lives of our young people in Greater Manchester and will continue to shape and influence the way they live, learn and work for many years to come. We know young people are one of the groups most heavily impacted by periods of recession and economic downturn, and when juxtaposed with the societal changes and disruptions to learning caused by the pandemic, there is a real risk of this generation losing hope for their future.
- 1.2. As the city-region begins to emerge from the crisis, our recovery plans and strategies need to be joined up, utilising the combined strengths of our communities, schools, colleges, local authorities, delivery partners and central government to build back better for all of our young people. Collectively, we want to ensure they are able to prosper from this experience, both in terms of their personal capacity and resilience, and by the measure of how opportunities and pathways are offered to them by our partners, providers and businesses, both now and in the future.
- 1.3. To support this work, we are proposing to introduce a new guarantee for our young people that will aim to safeguard their future by delivering a range of consistent, tangible benefits to support their future learning, wellbeing and economic prosperity. In this paper, we outline the key components that will support this new GM Young Person Guarantee, including:
 - The impact of the Coronavirus and how it is shaping our recovery plan;
 - What our young people are telling us is needed;
 - The introduction of a Youth Task Force and Youth Advisory Group
 - The resources that have already been supporting the pandemic response and how we intend to develop, repurpose and enhance these to support the Guarantee; and
 - What additional support may be needed to shape and mobilise further action and activity.

2. The impact of the Coronavirus pandemic on young people 11-30 year olds

What we know about the current situation and how it has effected our young people

Social and Digital Exclusion	According to the Sutton Trust, only a third of students took part in online lessons offered by their school during the first stages of lockdown, whilst more than two thirds of disadvantaged young people were not considered to be equipped with sufficient access to digital resources to support their learning at home.
Poorer Health and Wellbeing	According to the mental health charity YoungMinds, 83% of young people with an existing mental health condition said the loss of routine, school closures, exam cancellations and the health concerns associated to the virus were all factors in worsening their mental health and increasing their anxieties about the future.
Greater Risk of Poorer Transitions	Job vacancies during the lockdown period dropped by more than two-thirds , with the fall in apprenticeship vacancies running at 80%. According to the Institute of Student Employers, 68% of businesses also cancelled work experience and taster opportunities , though many colleges and universities have reported an increase in applications for September.
Increased Economic Inequalities	Those under the age of 25 have already experienced greater levels of job and labour market displacement because of COVID-19 – they are 2.5 times more likely to be working in sectors that have "shut down" and are more likely to have been made redundant, or placed on furlough, when compared to older age groups.

- 2.1. In the last recession, young people saw their unemployment rate grow three times faster than their older counterparts, and whilst participation rates in education are expected to remain relatively stable, there is strong evidence to suggest that the impact of this crisis will be even greater for young people seeking work, due to the “perfect storm” of weak economic demand and high competition for available jobs, particularly in sectors that have been most effected by the lockdown.
- 2.2. Employment data released by HMRC this month showed that half of all teenagers who were in employment during the pandemic had been placed on furlough. Of these, seventeen-year-old women were the most impacted upon, with 61% of them having wages paid by the state. Young people aged 20-29 also make up nearly a third of all Universal Credit claimants in GM:



3. Designing and delivering a Youth Guarantee for GM

- 3.1. For the purpose of this offer, the term 'young person' does not solely refer to those at or around the school leaving age, but encompasses everyone from ages 11 to 30, meaning the challenges, experiences and responses required to support the pandemic recovery need to be flexible and varied.
- 3.2. We know the development of a holistic and dynamic Guarantee is needed for our young people, covering improved access, inclusion, health, learning and employment. To support and strengthen this approach, we have structured our work into four thematic areas:
 1. **Keeping Connected** – securing better access and inclusion for all of our young people
 2. **Staying Well** – improving our young people's wellbeing, resilience, hope and optimism
 3. **Preparing for Successful Transitions** – supporting our young people to be ready for life, further learning and work
 4. **Removing Economic Inequalities** – reducing labour market barriers and challenges to safeguard our future workforce
- 3.3. As we take these collective steps to avoid a 'pandemic generation', we must also recognise that bringing together the full range of services that already support young people in the city-region – from key organisations in mental health, safeguarding, crime, transport, culture, employment, education and training, as well as those critical services offered at a locality level by Local Authorities and the voluntary, community and social enterprise (VCSE) sector – strengthens our asset base and increases our capacity to build and deliver an effective recovery.
- 3.4. To add value to this collaboration, a **Youth Task Force** has been proposed for GM, which will help us to drive forward the Young Person Guarantee in respect of its design, development and delivery. The Task Force will have multi-agency representation and will work closely with the Youth Combined Authority (YCA) to:
 - Engage young people and organisations to find out what they want from the Guarantee;
 - Explore the different elements that could constitute the Guarantee (e.g. expanded provision via Our Pass, apprenticeships, training/re-training courses, digital bundles, free workspace for entrepreneurs and those wanting to start their own business etc.);
 - Build contacts with businesses to see what they can provide and deliver, in respect of support for job seekers and for those seeking experiences and encounters with the workplace;

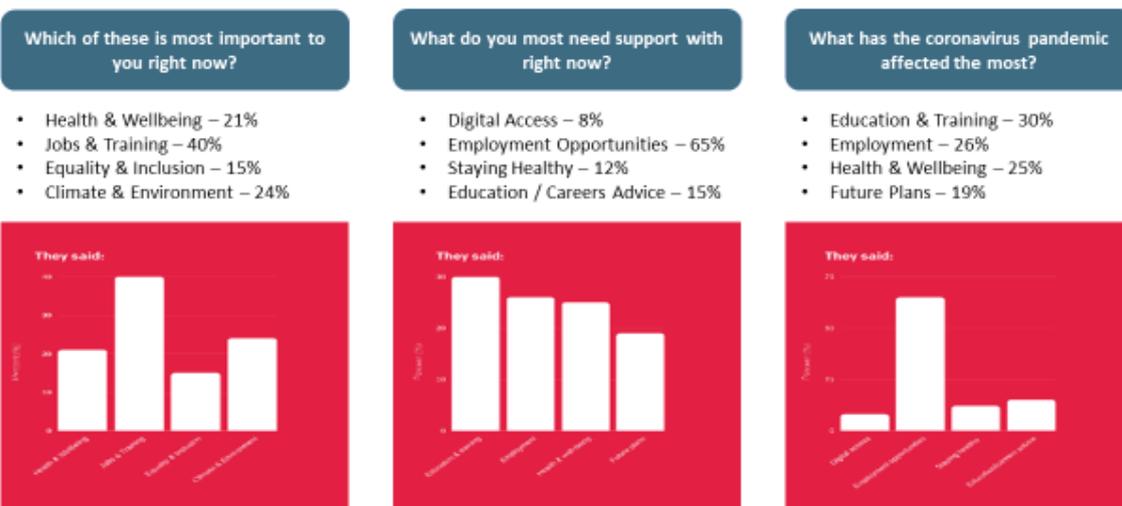
- Build contacts with young people's groups and organisations to actively test out new ideas and proposals, including hooks to increase young people's engagement and personal and professional development, such as the critical mass of live opportunities, peer to peer content, music, sport, arts, competitions, recognition, financial incentives and personalised employment support.
- 3.5. The Task Force will be chaired by former Olympian and Commonwealth Gold Medal Winner, Diane Modahl, whose foundation has been supporting disadvantaged young people through sport and positive engagement activities since 2002.

4. Young Person Voice

- 4.1. **Young people will be critical in the design and development** of an effective and meaningful Guarantee. Their views need to inform the offer and their voices must support the messaging that Greater Manchester continues to be a positive and progressive place to live, learn and work.
- 4.2. A series of consultation and engagement sessions have started to take place to capture the views and concerns of young people, whilst a **Youth Advisory Group is also being established** to work alongside the Task Force, helping to guide and sense-check its ambitions and delivery. Recruitment to the Advisory Group is underway, with its first meeting scheduled for the 7th August.

What our young people have been telling us about their issues and concerns

On 25th June we carried out our first consultation event with young people to collect their views about the pandemic and how a Guarantee could support their futures. Prior to the event, young people were asked the following three questions:



5. Emerging ambitions around a 'Young Person's Guarantee'

- 5.1. Our ambition is for the Guarantee to protect, promote and progress the opportunities needed to help secure young people's future prosperity in Greater Manchester. Our consultative work with young people, and our partners and stakeholders, is already starting to shape and influence the content of the Guarantee; the Task Force, in partnership with the Youth Advisory Group will then be responsible for co-designing a programme of opportunities and commitments that lead to meaningful outcomes for young people in education, employment, health and society.
- 5.2. We know that a significant part of the offer will come from our existing assets and resources. This includes an expansion to our most impactful programmes, alongside a re-purposed offer with additional investment where needed.

Our ambitions for the Young Person's Guarantee in GM

Our Vision – to secure young people's future prosperity in GM

- **Protecting** those in education, employment and apprenticeships, who face immediate challenges and displacement because of the pandemic
- **Promoting** current and emerging opportunities that help to support young people to be ready for life, learning and work
- **Progressing** young people through quality education, employment and training across the city-region

The Challenge – to design a meaningful Guarantee for our young people

Co-designed with young people at its heart

Asset-based / evidence-led

The Task Force
Chair – Diane Modahl

Supported by partners and Leaders

Outcomes-focused

Taskforce membership will be determined by these principles and the needs of our young people

The Response – to implement a differentiated offer that supports and improves young people's outcomes

Guaranteed work shadowing opportunities

Guaranteed College places for all 16-18 year olds

Employment support for those who need it, including self-employed

Quality careers education, information, advice and guidance (CE/IAG)

A comprehensive travel offer that builds on the principles of Our Pass

Increased digital access and inclusion

More social action, community and cultural engagement opportunities

An ILM for those at risk of long-term unemployment

Improved access to digital and physical mental health services

More HE and adult learning opportunities

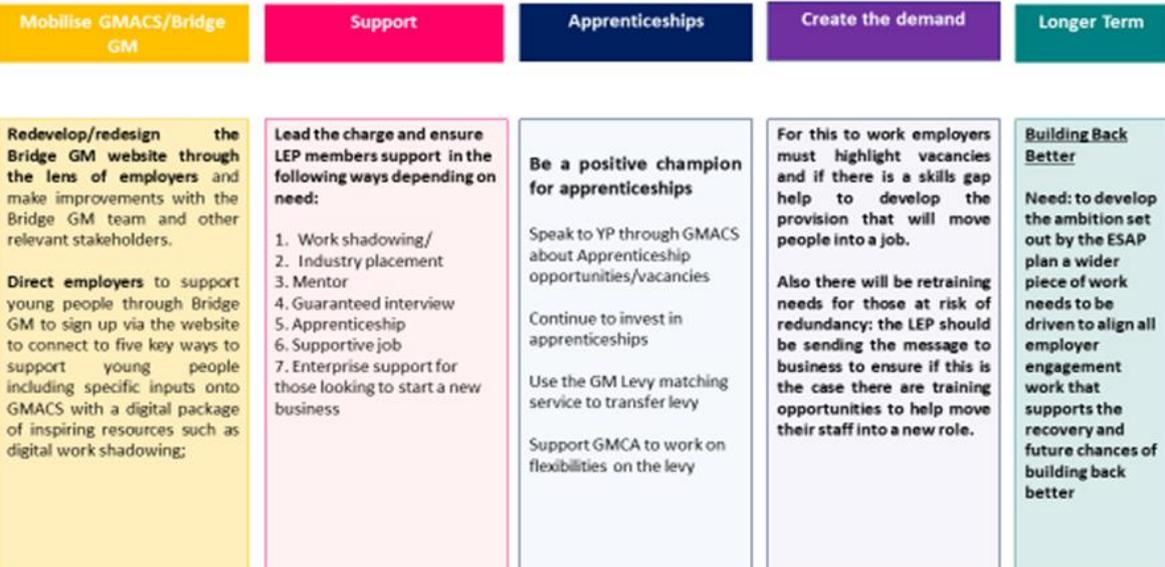
Retraining and re-skilling for 19+ year olds

Continued high quality Apprenticeship availability

6. Driving the demand side: A strong business position driven by the LEP.

- 6.1. In order for the Guarantee to work business must help to drive the demand side and be a serious part of the solution, mitigating against economic disadvantage where possible. The LEP has been asked to take a very specific role in mitigating the impact of Covid-19 on the residents of GM. In the first instance we would ask the LEP to support the work outlined for young people and the Mayor's youth commitment that sends a positive message for young people, for parents/carers, and for organisations, agencies and businesses, that there will be a positive future and Greater Manchester will Build Back Better for young people. The LEP, along with other strong business organisations, will help design an approach to businesses of all kinds working with Diane Modahl to seek out the necessary levers and incentives that will drive businesses to action in these difficult times. The LEP have committed to the following:

LEP: powering the demand side



7. What else do we need to consider for the Young Person's Guarantee?

- 7.1. The long-term implications for how education and training is delivered in the future will be an important contextual factor when considering the design and development of our offer to young people. The closure of education settings, albeit temporary, may still result in long-lasting changes to the way learners access education, with a shift to online and remote delivery rapidly increasing across all levels of education, as a mechanism to both safeguard the health and wellbeing of students and staff, and to secure the financial health of the delivery organisations. As an example, the University of Manchester has already taken the decision to deliver all of its teaching online in the first term of the next academic year amidst concerns that it could lose 15-25% of its annual budget, largely from a reduction in overseas fee income. **If these sorts of changes begin to characterise the future of learning, then our infrastructure and support (e.g. transport, digital connectivity, careers guidance) will need to be adapted and re-purposed to align with these new conditions, both in the short and longer term.**
- 7.2. Over the medium term, the ability of sectors to 'build back' will be dependent on their adaptability to new ways of working, as well as the detail of the government's lockdown exit strategy. It should also be noted that there are opportunities for certain sectors to thrive (e.g. Digital, health and social care), so we must ensure our recovery work focuses on the opportunity to expand and create thematic employability programmes that support young people into the jobs of the future.
- 7.3. In relation to this, our work to develop effective employment models must consider the scale and impact of national labour market interventions schemes (e.g. Kickstart) and how the cohort(s) most in need of support - alongside the areas/sectors of the labour market that are best placed to facilitate the demand – are positioned and supported. As part of this development, it will be important to consider what role **new and existing apprenticeships** can play, and how these opportunities can be suitably safeguarded and secured in a competitive and volatile labour market.
- 7.4. The demographical diversity of the young people we expect to support through the Young Person's Guarantee will also require us to improve our understanding of, and connectivity to, cohorts that may not have typically been supported by the services and youth support programmes we have typically offered. Work is already being carried with Local Authorities, Colleges and the VCSE sector to improve the arrangements for tracking and supporting young people beyond the end of the academic year in which they turn 18, but we will need to explore **more robust mechanisms for engaging with young adults up to the age of 30 who may be seeking support from services for the first time.**
- 7.5. As part of this offer, we will also need to consider the role and function of the **Adult Education Budget** and our existing employment provision for adults, including **In Work GM** (Work & Health Programme) and **Enterprising You** (Self-employment pilot) as we begin to deconstruct the offer to try to remove arbitrary age ranges and access points to support.

8. Working locally with partners

- 8.1. A Guarantee of this scale and ambition cannot be done by a single organisation. Throughout July and August a series of engagement sessions and roundtables are being planned to capture as many views as possible. On 16th July Diane Modhal hosted a roundtable with over 80 people from the education and training sector. It was a successful event showing great appetite from our partners to get behind this as well as offering us a blueprint to do more both virtually and in some cases face to face. Health & Inclusion and Business roundtables are planned on 4th August with smaller more in-depth engagement sessions happening with a wide range of individuals and groups.

9. Working with Government

- 9.1. The structural interventions and new announcements made in the Chancellor's statement are welcomed, as Government has a critical role in supporting and underpinning the approach we choose take in Greater Manchester. To be truly effective, we will need to work with Government – through the LEP, the ESAP and the new Youth Task Force – to develop measures and interventions that add value to the national offer, and ensure our young people and young adults

have access to the education, skills, careers guidance and wrap-around support needed to progress and achieve in learning and work.

Annex 1

Key messages:

- The **decisions that we make now have the potential to be life-changing for our young people, for better or for worse**. None of us think that those decisions will be easy or that support for one cohort comes without cost to another. But we have a strong economic imperative, as well as a moral one, to invest now in our young people in order to make sure that no-one is held back and no-one is left behind.
- Our young people and young adults – the generation upon whose shoulders our future economy and society rest – must have the support that they need in the coming months to ensure that they can look ahead with confidence and hope, and so that Greater Manchester, and the UK as a whole, can build back better.
- Whilst we are cautiously optimistic that parts of the UK are now starting to pass the peak of the crisis, we can be in no doubt that there is a long road ahead for all parts of our society and our economy as the focus begins to shift from response to recovery. **We need to support all of our residents on that journey but will be working particularly hard to support those who will fare worst.**
- Sadly, **in times of economic downturn, young people tend to be amongst the hardest hit** – from those who are due to leave education this summer all the way up to young adults throughout their 20s who are trying to establish careers and pathways for the future – and it is crucial that, with government, we take steps to avoid a ‘pandemic generation’ of young people and young adults whose prospects and hopes for the future suffer long-term damage as a result of the pandemic.
- **Our message to young people is this: we will be working for you and with you to make sure that there is a fulfilling future ahead of you**, a future in which you can still make informed choices, progress in learning and work, and not be held back where it is within our power to make a difference for you
- We need to turn to our young people and show them we care, show them that they are not forgotten and that their future matters as much as anybody else's. There are opportunities waiting for them and we want all our young people to have the hope and optimism that they had before we faced this crisis. **We also need them to help us create our ‘new normal’ and our new world - young people are as much a part of the solution to our recovery as any other member of society and we must protect them, nurture them and demonstrate that Greater Manchester’s future belongs to them.**
- To make a commitment to our young people that they have a place for their onward life ready journey, our Youth Guarantee will send a positive message to them, their parents/carers, and to the organisations, agencies and businesses that are able to contribute to the recovery, that **there will be a positive future and that GM will Build Back Better for its young people.**

Annex 2

How are we already supporting our young people in GM?

Keeping Connected:

- We have recently launched a **GM Technology Fund**, in partnership with public and private sector supporters, to tackle digital exclusion and to ensure young people's access to digital equipment and connectivity is not a barrier to learning during lockdown. So far, more than 1,700 pieces of equipment have been distributed to schools and colleges in GM, with the second phase of the scheme due for rollout later this month.
- In addition to this, the Prince's Trust have introduced a **technology offer for 16-25 year olds who are NEET in GM**, to ensure they have access to digital equipment and technology to help them re-engage in education and training during this period. Approximately 25 pieces of kit are being made available each month.
- The **Our Pass** scheme continues to operate for 16-18 year olds in Greater Manchester, improving their access to learning and work through free bus travel. Membership also opens up a world of experiences to young people, connecting them to sport, retail and cultural opportunities they might not have otherwise discovered. Although patronage on GM buses is down by more than 80% based on pre-COVID-19 levels, the lifting of travel restrictions, and the opening up shops and services, is expected to increase usage and engagement amongst young people. The scheme will open to new applicants towards the end of June.
- **Care Leavers are also able to access free bus travel** via a transport and support offer provided by the Prince's Trust. This provision has continued to be offered throughout the lockdown period, to ensure these young people are not isolated from vital services and support networks.
- The **Apprentice Bike Offer** for GM Apprentices has been fast-tracked for those operating in Key Worker roles. As part of the #SafeStreetsSaveLives campaign, Local Authorities from across GM are also putting in place a number of temporary measures to give pedestrians and cyclists more space to travel safely.

Staying Well:

- The GMCA has been working with a range of cultural, voluntary and health partners to develop two **Creative Care Packs** for young people aged 13-20, who may be experiencing digital exclusion during the lockdown. The first pack was distributed in early June, and is made up of creative activities and resources that support and encourage increased resilience, well-being and self-care. A second pack is scheduled for release in mid-July and will help young people to reflect on the changes that have taken place, and to think about the future they want to see and make happen.
- The Combined Authority is also working with Health partners and the Teaching School Alliance to build an integrated package of resources for schools and colleges, which will **progress the delivery of quality PSHE** from the start of new academic year. This work is also being supported by the Prince's Trust and Hopscotch, who will work with the partnership to design and implement new digital resources for schools and colleges to deliver as part of a **rebranded Curriculum for Life**.
- A range of new and additional **digital mental health services** and online packages of support for young people have been rolled out by the GM Health and Social Care

Partnership, with the aim of minimising the need for individuals to attend GP surgeries or hospital. The services can be accessed by young people and adults who are already experiencing issues with their mental health, or by people who may be struggling with issues caused by lockdown restriction and/or social isolation. These services include:

- **Shout** – a confidential 24/7 text service for people aged 16+ that is operated by trained crisis volunteers who will chat using text responses. Advice is available for anyone struggling with issues relating to anxiety, depression, suicide, abuse or assault, self-harm, bullying or relationship issues. The service is designed to help individuals to think more clearly and to take their next steps to feeling better.
 - **Chat Health** – a secure and confidential text messaging service for children and young people which allows patients to easily and anonymously get in touch with a healthcare professional for advice and support.
 - **Kooth** – an online counselling and emotional wellbeing platform for children and young people across GM. A variety of resources are on offer, including a live chat function that allows young people to contact a qualified counsellor, chat forums with other young people, crisis information and self-help resources.
 - **Blue Ice** – an evidence-based app to help young people manage their emotions and reduce urges to self-harm. It includes a mood diary, toolbox of evidence based techniques to reduce distress and automatic routing to emergency numbers if urges to harm continue. An evidence-based app to help young people manage their emotions and reduce urges to self-harm. It includes a mood diary, toolbox of evidence based techniques to reduce distress and automatic routing to emergency numbers if urges to harm continue. The app is available via CAMHS clinicians.
 - **Silver Cloud** – an online therapy programme for people aged 16+ proven to help with stress, anxiety, low-mood and depression. SilverCloud is only available via an NHS referral, or some non-NHS organisations, such as universities.
- There are also plans to introduce additional and/or expanded mental health services for young people who are care experienced or who have a special educational needs – these discussions are being supported by Health Innovation Manchester, the Prince's Trust and 42nd Street.

Preparing for Successful Transitions:

- **Bridge GM** is continuing to ensure that all young people in the city-region's schools and colleges benefit from a robust, universal careers provision that includes personal guidance to open up and expands horizons to business opportunities. Bridge GM is also working to ensure schools and colleges continue to have access to the support and careers resources needed to inform and guide young people during these uncertain times, with a particular focus on supporting those learners at key transition phases.
- Through the Combined Authority's investment in the Future Workforce Fund, the Prince's Trust has begun work on the development of a **virtual transition programme for Year 11s who are at risk of becoming NEET** in September and may have limited or no access to personal guidance over the summer. The programme will be piloted this month and will work closely with FE Colleges to ensure progression opportunities can be secured and sustained.

- Greater Manchester's FE Colleges have also committed to offering **every 16-18 year old in GM a guaranteed place at College from September**, as well as offering students the opportunity to sit cancelled examinations and receive extended learning hours to help them catch up on education missed following the closure of schools and colleges in March
- GMCA was one of the first CA's **to commit to continuing to pay** our Colleges & providers **of AEB** to ensure sustainability in the system; this has also supported them to moving their learning online
- The **Greater Manchester Apprenticeship and Careers Service (GMACS)** is also playing a critical role in helping to improve the level of information young people obtain about the education and training opportunities offered in GM, as well as the apprenticeships and re-engagement activities that are available. Thousands of young people have started to be 'on-boarded' to the system by their current school or college, but any young person can use the service to access information, content or support about their career options in GM.
- The **National Citizen Service** has also re-purposed its offer in response to the Coronavirus pandemic and will be looking to initiate a range of **social action and volunteering projects** – physically and digitally – from summer through to the autumn term, to help young people contribute and engage with the community response and recovery.

Removing Economic Inequalities:

- We are continuing to promote and develop **employer encounters through Bridge GM and Meet Your Future** so that young people get to experience and engage with workplaces and employers whilst in learning.
- **Online pre-employment programmes** have started to be delivered by the Prince's Trust for the first time in Greater Manchester, with more employers looking to support and recruit young people through innovative technology and remote recruitment methods;
- The Combined Authority has started to explore the development of **an Intermediate Labour Market (ILM) scheme and other employment programmes**, in partnership with Local Authorities, providers, JCP and other key partners that will look to incentivise and subsidise the employment of young people and adults that risk the greatest labour market marginalisation post-pandemic. In addition, exploration is also taking place to ensure young people coming to the end of a Level 2 or Level 3 qualification are given access to appropriate employability support and training that 'levels up' the experience gap and increases employer confidence in the skills and attributes of our younger workforce.
- We are also providing funding to employers and providers to **remove barriers to Apprenticeships for disadvantaged and underrepresented groups of young people**, including Care Leavers, those with learning difficulties and disabilities and those with caring responsibilities. Successful programmes are expected to begin this summer and will offer progression into new and flexible apprenticeship programmes across a range of different occupational roles.
- **Working Well & Work & Health Programme:** Now offering a remote service. **Every participant is being contacted by telephone and SMS/text service every week as a welfare check**, alongside providing advice for services still available and employment support given the current situation. Particularly vulnerable participants have been identified and prioritised.

- **Working Well Early Help:** Still providing telephone based Vocational Rehabilitation Service to residents in GM which includes referrals to an Expert Practitioner Network that provides on-line and telephone based Cognitive Behavioural Therapy and Physiotherapy.
- Launched in February 2020, **EnterprisingYou** is one of three government-funded skills pilots being delivered in GM. It is designed to support self-employed individuals, gig economy workers and small business owners across Greater Manchester who are aged 18+, by offering free advice and access to training, from personal skills and career development to business finance and mentoring.
- Our **Guarantee and Core Offer for Care Leavers** in GM has already helped to engage more organisations in the development and delivery of suitable employment and training opportunities. We are continuing to work with these organisations, including a number of public sector champions, to ensure they continue to support and prioritise the creation and growth of opportunities for care experienced young people.

Annex 2: Programme of support for ESAP

ESAP has agreed to 3 overarching actions:

1. Equality and assessment
2. Data to inform and shape
3. Impact on people and sectors: universal & targeted approaches required.
 - Segmenting the labour market to ensure support to all who need it
 1. Young People/Adults
 2. Apprenticeships
 3. Furlough/risk of redundancy/retrain
 4. Newly unemployed
 5. Long-term unemployed
 - Focusing on sectors in terms of:
 1. Those who need to amend their business model
 2. Are making redundancies and who want to retrain staff
 3. Skills offer to move people into new vacancies, health, digital and retrofit

Equality and place are important throughout.

Actions to be grouped:

Prevention: What can we do to prevent impact?

Repurpose: what can GM do already?

React at scale: where are the gaps and how do we get to scale?