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Chorlton Baths

Local Labour Report

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Executive Summary

Caddick Construction consulted with Clients Moss Care St Vincent Housing Group and Manchester City Council to develop and deliver a local labour strategy that was reflective of their commitment to inclusive economic growth.

Through the adoption of a robust local labour strategy throughout the delivery phase, the Chorlton Baths scheme has demonstrated how targeted procurement, workforce planning and creation of strong community partnerships can translate into tangible local employment outcomes.

Introduction

This retrospective report reviews the local labour outcomes across the duration of the Chorlton Baths Project. It aims to provide a concise and reflective account of our work within the community, examining the progress made. By looking back at key initiatives, campaigns, and decisions, this report seeks to understand how effectively we have represented and supported local residents.

Throughout this period, our focus has remained on addressing the priorities of working people, strengthening community engagement, and upholding the values of fairness, equality, and opportunity.

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Methodology



Methodology

Targeted engagement of individuals facing barriers into employment

A carefully considered procurement process and awarding of subcontractor partner was pivotal to our success of creating a workforce that was reflective of the local community.

Our partnership with We Are Footprint, a social enterprise recruitment specialist, played a key role in delivering targeted local employment outcomes and widening access to opportunities for disadvantaged groups.

By leveraging We Are Footprint's established community networks and place-based approach, we have been able to prioritise the recruitment of local residents for local roles. This has supported our commitment to strengthening the local economy while reducing barriers associated with travel, awareness, and access to employment opportunities.

A significant benefit of this partnership has been the ability to engage individuals who are traditionally under-represented in the labour market. This includes people facing social or economic disadvantage, those who are long-term unemployed, and candidates who may lack confidence or access to mainstream recruitment channels. We Are Footprint's targeted outreach and inclusive engagement strategies have enabled us to reach these groups effectively.

In addition, candidates have benefited from tailored pre-employment support, including guidance on applications, interview preparation, and workplace readiness. This has improved candidate confidence, increased application success rates, and contributed to sustainable employment outcomes.

Through this collaboration, we have not only met our workforce requirements but also delivered measurable social value by creating inclusive pathways into employment. The partnership has strengthened our ability to build a workforce that reflects the communities we serve, while supporting individuals to overcome barriers and achieve long-term employment.

Our engagement with Solution One Cleaning, a locally based service provider, has also supported our commitment to creating employment opportunities within the communities we operate in, while also improving access for disadvantaged groups. By partnering with a local company, we have been able to prioritise the recruitment of local residents for local roles. Solution One Cleaning's knowledge of the area and its established community presence enabled us to reach candidates who may not typically engage with larger, recruitment campaigns. This place-based approach has helped reduce barriers to employment such as travel constraints and limited awareness of opportunities.

Employability programmes supporting local labour outcomes

We utilised targeted employability programmes as a key mechanism to deliver positive local labour outcomes and ensure that employment opportunities are accessible to those within the local community.

These programmes were designed to bridge the gap between local job opportunities and individuals who may face barriers to employment. By offering structured support—such as pre-employment training, skills development, CV workshops, and interview preparation—we equipped participants with the tools and confidence needed to successfully enter the workforce.

Partners we collaborated with on the delivery of these sessions included Stretford Job centre plus, Moss Side Millenium Powerhouse, Salford City College, Manchester College and Trafford College Stretford campus.

Bridging the gap programme

The Caddick Construction social value team worked in collaboration with We Are Footprint and Catch22 to co create an initiative called "We Are Bridging the Gap". The initiative was a three-part employability programme for twelve care experienced young people from Catch 22's CLIC Programme. The three sessions were delivered by Caddick Construction, Bridgestone Construction and Cara Brickwork And were hosted on Manchester based construction sites.

Each session highlighted a different focus area of construction. The aim was to bridge the gap between our next generation of young people facing multiple barriers and showcasing employment opportunities within the construction industry.

Through the offering of employability workshops, hands-on activities, and site visits ,we were able to offer real-world insight and experience to support their journey into the industry.

The session hosted on our Chorlton Baths site consisted of exploring entry into construction including discussing different pathways into construction, a CV workshops and mock interview session. The session also entailed a hands-on cost-and-build activity and site tour with Project Manager Kevin.

Out of the twelve attendees, we identified individuals who we felt were particularly strong candidates. These candidates were interested in pursuing apprenticeships via trade routes. We shared their details and CVs with our subcontractors for consideration for any upcoming apprenticeship opportunities.

Engagement of the supply chain

Effective engagement with subcontractors has been critical in enabling us to achieve our local labour targets and maximise social value outcomes across our operations. We have worked collaboratively with subcontractors to encourage the recruitment of local residents and the use of local labour wherever possible.

This has included setting clear targets, providing guidance on inclusive recruitment practices, and signposting partners to local networks, employability programmes, and community organisations to help them access a broader and more diverse talent pool.

Engagement with our subcontractor supply chain has been fundamental to delivering against our local labour commitments, in line with the Themes, Outcomes and Measures (TOMs) framework—particularly those relating to local employment, skills development, and inclusive growth.

We have embedded social value requirements within our procurement and contract management processes, ensuring that subcontractors actively contribute to relevant TOMs measures such as:

- Local people employed (e.g. SV-L1)
- Opportunities for disadvantaged groups (e.g. SV-L2)
- Apprenticeships and skills development (e.g. SV-L3)

By setting clear expectations from the outset, subcontractors are required to prioritise the recruitment of local residents and demonstrate how they will deliver measurable social value outcomes.

To support delivery, we have worked collaboratively with subcontractors to:

- Promote access to local labour through community networks and employability programmes
- Encourage inclusive recruitment practices targeting under-represented and disadvantaged groups
- Share best practice and provide guidance on achieving TOMs-aligned outcomes

This approach has enabled subcontractors to move beyond traditional recruitment methods and engage more effectively with individuals who may face barriers to employment, including the long-term unemployed and those from socio-economically disadvantaged backgrounds.

SOCIAL VALUE – CASE STUDY

TG – Male; aged 25 years

We had the pleasure of meeting TG at the Manchester Employment Event during 2024. This encounter was part of our Social Value Initiative, aimed at assisting disadvantaged individuals in re-entering the workforce.

TG began his journey with Solution One Services in January 2025 as a Welfare Site Cleaner on an active construction site. Earlier this year, he participated in an employee interview focused on the theme of 'Social Value – How Are We Doing?' Below is a summary of TG's insights:

Joining Solution One Services has significantly enhanced TG's self-esteem and confidence. Before his employment, TG struggled with maintaining a consistent routine and spent much of his time at home. His ADHD diagnosis made it particularly challenging to manage daily routines. However, since starting work, he has developed a structured routine and even joined a gym, which he enjoys attending after his shifts. This new routine has played a crucial role in boosting TG's confidence.

TG has expressed feeling well supported in his current role. During his induction, he was paired with one of our experienced supervisors who provided mentorship and helped TG to enhance his skills and adapt to the workplace environment. Initially, TG faced some financial challenges that made it difficult for him to meet priority bills. Fortunately, he was able to benefit from our Salary Advance Scheme, which provided essential support during this transitional period.

We are thrilled with the progress TG has made since joining our team. He has even taken the initiative to join our reactive cleaning team providing our cleaning services across the UK. Feedback from both colleagues and clients who have met TG on-site has been overwhelmingly positive, highlighting his dedication and performance.

It is a privilege to have TG as part of our team. We are excited to support him as he continues in his journey with us, and we look forward to being part of his growth as we expand our operations. TG is truly an asset to Solution One Services!

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Employment Outcomes



Employment Outcomes

Local People

Key Performance Indicator	Target	Achieved
No of sustained jobs moved on to contract, including sub-contractors for GM residents	2	15
No of new jobs started on contract, including sub-contractors for Manchester & GM residents	30	55
No of hours of employability support into work for Manchester and GM residents Target	50	88

Employment Outcomes

Apprentices

Key Performance Indicator	Target	Achieved
No of sustained apprenticeships, for Manchester and GM residents, moved on to contract, including sub-contractors	2	3 (1 x engineer, 2 x Quantity surveyor)
No of new apprenticeships, for Manchester and GM residents, started on contract, including sub-contractors	2	8 (5 x brick work, 1 x lift installation, 1 x window fitter, 1 x electrician)
Total number of Apprentice weeks	215 weeks	227 weeks as of 28/04/26

Employment Outcomes

Individuals facing barriers into Employment

Barrier into employment	Job role	MCC or GM resident
NEET	Labourer	GM (Stockport)
Disability	Cleaning operative	GM (Trafford)
Homelessness	Labourer	MCC
Long term unemployed	Labourer	MCC
Long term unemployed	Labourer	MCC
Long term unemployed	Labourer	MCC
Long term unemployed	Telehandler	GM (Trafford)
Long Term unemployed	Labourer	MCC

We are delighted to confirm that, due to the employability initiatives delivered on this project, Caddick successfully engaged with eight individuals from Barrierd Backgrounds which resulted in meaningful employment

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Conclusion



Conclusion

The Chorlton Baths project demonstrates how a structured and collaborative approach to local labour delivery can generate meaningful and measurable social value outcomes. Through early engagement with key stakeholders, a carefully considered procurement strategy, and the integration of social value requirements across our supply chain, we have successfully embedded local employment priorities into project delivery.

Our partnerships with organisations such as We Are Footprint, Solution One Cleaning, and local employability providers have enabled us to reach a diverse range of candidates, including those facing significant barriers to employment. By combining targeted recruitment with tailored employability support, we have created accessible and sustainable pathways into work for local residents.

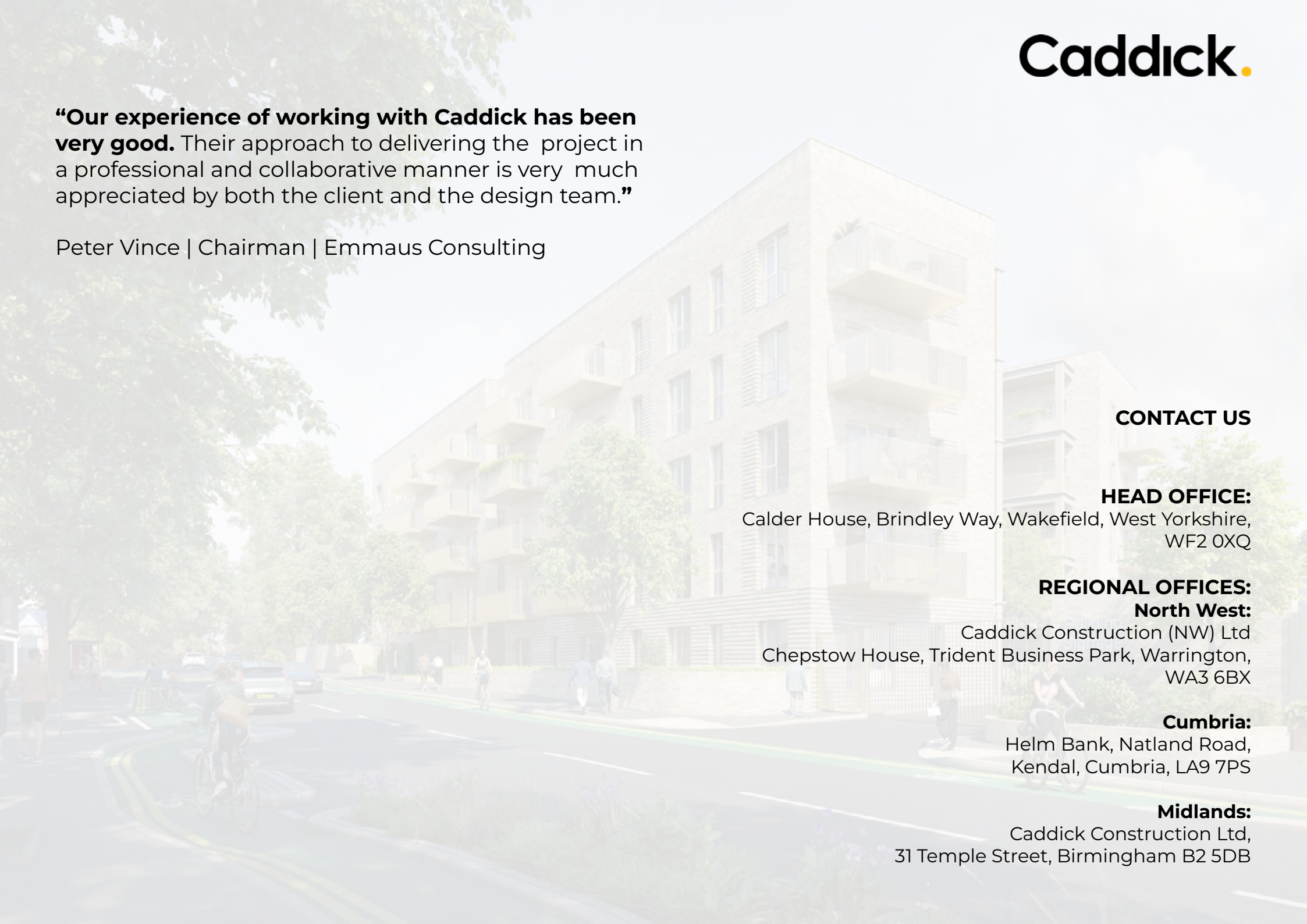
The success of initiatives such as the "Bridging the Gap" programme highlights the importance of early intervention and meaningful engagement in supporting future talent pipelines, particularly for young people who may otherwise be excluded from the labour market.

Importantly, our proactive engagement with subcontractors has ensured that responsibility for delivering local labour outcomes is shared across the supply chain. By aligning delivery with the TOMs framework, we have been able to set clear expectations, monitor performance, and achieve outcomes that contribute to inclusive economic growth.

Overall, the project has not only met but exceeded several of its local labour and skills targets, demonstrating the value of a place-based, partnership-led approach. The lessons learned will continue to inform future projects, ensuring that we build on this success to deliver lasting impact for local communities and create a more inclusive and resilient workforce.

% off apprentices against number of jobs	**12%**
% of Manchester and Greater Manchester residents	**64%**
% of barriered backgrounds	**9%**

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“Our experience of working with Caddick has been very good. Their approach to delivering the project in a professional and collaborative manner is very much appreciated by both the client and the design team.**”**

Peter Vince | Chairman | Emmaus Consulting

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