

BUILD SALFORD CONSTRUCTION PIPELINE AND WORKFORCE STRATEGY

Delivering inclusive growth through skills, employment and social value.



Salford City Council



University of
Salford
MANCHESTER



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FOREWORD



MATT AINSWORTH CHAIR OF BUILD SALFORD



As Chair of the Build Salford partnership, I am proud to present this summary of the construction sector's outlook in Salford for the period of 2025 to 2028. This report highlights not only the scale and ambition of our city's development pipeline, but also the critical role that construction plays in shaping inclusive growth, sustainable communities, and long-term prosperity.

With over £6.7 billion in planned projects, and a projected £3.4 billion in output over the next four years, Salford is poised for a transformative period of regeneration. However, this growth brings with it a pressing need to address labour shortages and skills gaps across the sector. From Heating, Ventilation and Air Conditioning (HVAC) engineers to interior trades and non-construction professionals, the demand for skilled workers is both a challenge and an opportunity.

Build Salford is committed to ensuring that local people, particularly young people, can access these opportunities through training, apprenticeships, and career pathways. This report serves as a call to action for employers, educators, and policymakers to work together to build a workforce that reflects the ambition of our city.

Social value can play a key role in supporting the sector to build on its talent pipeline. Salford City Council has policies in relation to social value both for its council spend and for the planning process for major developments. Social value can support local communities and a good social value offer may enable 20 to 40% of contract or construction value to be generated in wider value to society.

We have a powerful mechanism to deliver social value commitments through our longstanding Build Salford partnership, and can connect employer's commitments to meaningful opportunities for Salford residents. By working closely, we can ensure that jobs, apprenticeships, training and work placements, alongside local supply chain spend are focused in Salford, which in turn can support the narrowing of the construction skills gap and ensure employers have the resources and talent they need to succeed in industry, gaining reputational capital.

Our offer to employers is to help them navigate their skills and employment social value commitments in the Salford system, collaborating with other industry employers, to ensure genuine and meaningful impact that supports workforce development. As a city we appreciate the time, commitment and resources it takes to coordinate workforce development pathways alongside social value and we are committed to supporting our employers. We are currently reviewing how we can support this through a dedicated resource, together with including the construction skills framework within major construction projects.

This report outlines the vast opportunities that can be created through the Build Salford network in connecting the city's construction pipeline to local workforce development, supporting the industry to:

- ensure projects are delivered on time and at a high standard by proactively addressing the acute skills shortages across trades and professions
- ensure local residents benefit from employment opportunities, especially through apprenticeships, technical education, and inclusive recruitment
- place Salford's education and skills providers at the centre of the collaboration, delivering education pathways for employers that are both aligned to industry needs and deliver relevant, future-ready training
- proactively engage with contractors to embed social value, workforce development, and local employment into their delivery models
- ensure Salford's economic growth translates into improved lives, stronger communities, and a thriving construction sector
- collaborate with key industry representatives such as the Construction Industry Training Board (CITB) to align Salford's workforce strategy with national construction skills priorities, enabling access to funding for training and co-developing programmes targeting critical trade shortages ”

EXECUTIVE SUMMARY

Salford's Construction Pipeline and Workforce Strategy

The surge in infrastructure investment in Salford presents a unique opportunity to address the construction skills gap and maximise social impact through local employment.

Recent analysis conducted by Greater Manchester Chamber of Commerce of Salford's construction pipeline and the CITB's labour forecast tool indicate that

- nearly 500 construction projects are planned, with confirmed contracts worth £1.7 billion
- residential and private commercial developments, such as Cotton Quay and the Regent Retail Park redevelopment, dominate the pipeline
- labour demand will peak in 2026, requiring over 16,000 workers across various trades
- acute shortages exist in senior construction professionals, mechanical trades (such as HVAC and electrical installation), interior and exterior trades
- a robust training pipeline is essential, with a required investment equal to 10% of total workforce demand, translating to more than 1,600 new entrant trainees annually

Strategic alignment and industry investment

Salford is fully committed to realising the Greater Manchester Strategy (GMS) 2025 to 2035, which envisions building a thriving city region where everyone can live a good life.

The GMS sets out a ten-year pipeline of growth activity in Salford and across Greater Manchester, which will attract billions of pounds in investment and create tens of thousands of new jobs. By aspiring to build 75,000 homes across the region by 2030, and having shovel-ready sites across six growth locations, investors can be confident in the pipeline of growth in Salford.

The GMS also sets out how we will provide a clear line of sight to high-quality jobs through a world-leading technical education system that offers a real alternative to the traditional university pathway, such as the Institute of Technology and Retrofit Centre. The Greater Manchester Baccalaureate (MBacc) will give young people a clear line of sight to high-quality jobs, drawing on local labour market data to guide young people to growth sectors.

The work being done by Build Salford is guided by the GMS, and this report, through providing data on the vocational gaps needed to support Salford's future pipeline, are a first step in providing that clear line of sight to high-quality jobs necessary to growth in Salford.

The UK Government has committed £600 million over four years to train up to 60,000 new construction workers by 2029.

This includes:

- establishing ten technical excellence colleges and expanding skills bootcamps
- launching foundation apprenticeships with £2,000 employer incentives per apprentice
- funding 40,000 annual industry placements through a £132 million partnership between the government and CITB
- creating construction skills hubs, backed by industry, to accelerate site-readiness
- forming a Construction Skills Mission Board, co-chaired by government and industry leaders, to guide strategic workforce development

These initiatives align with Salford's goals and offer co-investment opportunities to scale local training and employment pathways. We therefore propose seven key pathways that would be developed through a collaborative approach.



STRATEGIC RECOMMENDATIONS

Building Salford's construction workforce through a connected construction skills framework

To ensure Salford's infrastructure growth delivers inclusive and sustainable outcomes, we recognise the importance of adopting an industry-focused approach to skills and training. We are therefore proposing the development of a Build Salford construction skills framework, aligning the CITB National Skills Academy for Construction framework to the city's skills and work priorities identified in the themes, outcomes and measures (TOMs). This framework approach will act as a centre of excellence, aligning education, industry, and community stakeholders around seven strategic pathways.

Crucially, the framework will be co-designed and co-delivered with developers, contractors, and the supply chain, ensuring that workforce development is embedded into project delivery and procurement processes. This will enable both the city and the sector to work together to deliver against the framework

The framework will ensure that developers and contractors are not just stakeholders, but active partners in shaping and delivering Salford's construction workforce strategy. By embedding workforce development into the supply chain, Salford can create a resilient, inclusive, and future-ready construction ecosystem.

Recommendations:



Early careers and industry insight

Grow the talent pipeline by connecting students with real-world experience.



Professional and higher-level pathways

Develop the next generation of industry leaders and specialists.



Non-professionalised and entry-level opportunities

Remove barriers to employment and create accessible pathways for all residents



Attracting underrepresented groups

Provide opportunities for people who are not currently in education or employment.



Modern Methods of Construction (MMC) and skills for the future

Ensure the workforce is prepared for the changing landscape



Industry ownership and collaborative governance

Make employers co-owners of the workforce development solution.



Strategic investment and policy alignment

Secure sustainable funding and strategic support for the framework.

To support the development of this framework, seven strategic priorities have been identified:

1. Industry-led trade pathways

Partner with Salford City College Group and trade bodies to develop early careers, trade and technical pathways, shaped by contractor input and aligned with live and future project needs.



2. Graduate and professional development



Collaborate with the University of Salford and contractors to deliver graduate programmes, degree apprenticeships, and leadership development, creating a pipeline of future construction professionals and site managers.

3. Not in Education, Employment or Training (NEET) engagement and youth-led programmes

Work with subcontractors and community partners to co-create traineeships and mentoring programmes for young people who are NEET, with clear progression routes into the supply chain.



4. Industry insight and exposure



Facilitate site visits, career talks and hands-on experiences led by developers and contractors, connecting schools, colleges, and universities to real-world construction environments.

5. Employer co-design and contractual leverage

Embed employment and training clauses into contracts and planning agreements; co-create a Build Salford social value charter with developers and contractors to ensure shared accountability and investment in workforce outcomes.



6. Strategic investment and policy alignment



Align with national initiatives and funding streams, eg Greater Manchester Combined Authority (GMCA), Department for Education (DfE) and Construction Industry Training Board (CITB) and leverage developer contributions to co-fund academy delivery and wraparound support.

7. Communications, data, and influence








Establish a digital hub to share resources, track employment outcomes, and promote opportunities. Publish regular insights and showcase best practice from developer-led workforce initiatives.



OUR AIM

To create an industry-led approach that puts skills and talent development at the centre of construction projects in Salford, and to create to a proactive partnership who are committed to shaping Salford's construction workforce.

Our call to action is for the construction industry to:

-  build on the current Task and Finish groups to develop and action the seven strategic priorities, ensuring the construction sector is at the heart of the action plan development
-  share upcoming project scopes and timelines to enable Salford's education partners to align training delivery that meets sector demand
-  continue to provide apprenticeships, work placements, site visits, and mentoring, especially through our pathways with Salford City College Group and the University of Salford
-  include local employment and training targets in contracts and report on outcomes with focuses on diversity, retention and progression
-  create employer-led panels to shape training content, especially in priority areas like MMC, retrofit, and digital construction
-  collaboratively review and reframe construction recruiting, improving talent pipelines for the sector and removing barriers to good employers for Salford's communities
-  collectively support the supply chain to access talent, understand its workforce needs and to create inclusive sector pathways that are fit for purpose within the wider sector network

CITB's role in Supporting Salford's construction workforce strategy

"Build Salford demonstrates what's possible when local stakeholders work together with a shared purpose. CITB is proud to support this model, and we see Salford as a blueprint for how places can take control of their construction future."

- Laura Guy, Senior Customer Engagement Manager at CITB

CITB welcomes the ambition behind the Build Salford initiative and recognises the city's significant infrastructure growth as both a challenge and an opportunity. Salford is poised to become a major construction hub within the North West, but this can only be sustained if the sector proactively and collaboratively addresses the labour shortage.

As the industry training board for construction, CITB's role is not to solve skills shortages alone, but to act as an enabler and catalyst for collaboration. In this context, we see our role in Salford as supporting and strengthening the city's skills system, ensuring that training aligns with sector need, that employers can access funding and resources, and that policy developments are translated into practical workforce interventions.

Aligning with national skills policy and funding

CITB is actively supporting delivery of the Government's priorities for skills and growth across the construction sector. We are committed to ensuring that initiatives in Salford such as the proposed Construction Skills Academy are aligned with these broader priorities and well-positioned to benefit from national investment.

Using the employer network model to respond to local need

Through our employer network steering groups across the North West, we have seen how powerful locally driven collaboration can be in identifying and addressing gaps in construction training provision. By working closely with employers, training providers, and local partners, we've supported the development of targeted solutions where access to training was previously limited. This model continues to demonstrate how regional engagement can drive responsive, demand-led skills provision aligned to real workforce needs.

Embedding the Training Provider Network (TPN) and competence frameworks to strengthen the skills system

To further strengthen the infrastructure behind local workforce planning, CITB has launched the Training Provider Network (TPN) a new, quality-assured collaboration of approved providers across England, Scotland and Wales.

TPN is part of our broader commitment to simplify the CITB journey for employers, providing them with greater confidence that the training they access is relevant, high-quality and aligned to sector demand. All CITB-supported training will ultimately be delivered through TPN members, creating a consistent and trusted route to provision that supports both local and national delivery.

Alongside this, CITB is also developing a series of competence frameworks, which define what competence looks like for specific construction occupations, not only in terms of qualifications, but the skills, knowledge, and behaviours required onsite. These frameworks provide a clear and consistent benchmark to support training design, assessment, and progression, helping to raise standards and improve safety and productivity across the sector.

For a city like Salford, with major growth, rising demand, and a clear vision for inclusive employment, the combination of TPN and competence frameworks ensures that training is both accessible and effective, while reinforcing sector standards and supporting long-term career development.

Creating a clear offer to employers

CITB recognises that employer engagement is key to tackling the skills crisis. Employers must not only be consulted but actively involved in shaping training pathways. That's why we fully support Build Salford's approach to:

- co-designing training pathways with sector input
- forecasting skills demand in line with project timelines
- offering access to funding and employer support, including the CITB grants scheme, the NEST and customer engagement teams and other regional projects
- embedding workforce planning and social value into procurement

Investing in a future-ready workforce

To deliver the projects planned in Salford, over 16,000 construction workers will be required at peak. This includes acute shortages in mechanical trades, construction professionals, and interior and exterior trades. Meeting this demand requires not just more training, but better-connected, better-targeted interventions. Build Salford is uniquely positioned to deliver this.

CITB is committed to working alongside Salford City Council, Salford City College Group, the University of Salford and local contractors to support these ambitions

Moving forward, we see Build Salford not just as a local workforce strategy, but as an exemplar of how targeted, place-based approaches can drive real impact. As a strategic partner, CITB is ready to support the delivery of this vision through funding, insight, policy alignment, and ongoing collaboration with employers, providers, and policymakers.



Build Salford Conclusion – City Mayor Paul Dennett

Build Salford is uniquely positioned to lead this transformation by connecting education, employers, and contractors. Through strategic, collaborative action, Salford can ensure its construction boom delivers lasting social and economic benefits, building not just projects, but a more prosperous and equitable city.

With a verified pipeline of over £6.7 billion in construction activity and nearly 500 projects forecast between 2025 and 2028, the city is preparing for a period of rapid development. But we are clear: this growth must work for the people of Salford. That means tackling the construction skills gap head-on, with labour demand peaking at over 16,000 workers in 2026, and ensuring that over 1,600 new entrants are trained and supported into the sector each year.

The Build Salford Skills Framework for Construction is being proposed as a bold, place-based response to this challenge. Co-designed with employers, colleges, and community partners, the framework embeds workforce development into the heart of project delivery – not as an afterthought, but as a core condition of investment. It is structured around seven strategic pathways, including early careers, NEET engagement, and inclusive recruitment, and is aligned with the CITB National Skills Academy for Construction to unlock national funding and raise standards across the board.

Through Build Salford, we are creating life-changing opportunities for young people, especially those not in education, employment or training. We are removing barriers, opening doors, and ensuring that the benefits of regeneration are felt in every neighbourhood. From apprenticeships and site visits to mentoring and technical education, we are building a system that works for Salford communities – one that recognises talent, nurtures ambition, and delivers dignity through decent work.

Salford has always been a city of solidarity and ambition. This strategy reflects our values: that economic growth must be inclusive, that investment must deliver social value, and that no one should be left behind. The foundations are in place. Now is the time to build – not just homes and infrastructure, but real opportunities, and growth that delivers for everyone.

PREFACE

Over the past five years, Salford has recorded the highest GVA growth increase and increase in employment across the whole of Greater Manchester. We've delivered over 15,000 new homes and over 1.6 million square feet of commercial floorspace, set against a backdrop of a rapidly growing and diverse population, with over 300,000 people expected to live in Salford by 2040.

This wasn't an accident. It was achieved through long-term strategic partnerships that demonstrate the immense value of working together with the private sector. Those partnerships have formed the foundation of Salford's recent growth and will continue to play a vital role in the delivery of our vision.

Significant waves of regeneration are still to come across the city, underpinned by a robust and comprehensive development pipeline, constantly tracking every potential scheme on the cards for the next 20 years, up to 2045. We currently predict that by 2040, we could deliver 49,000 new homes, along with 1,081,000 square meters of employment floorspace. In theory, this could create around 27,000 direct jobs, plus another 5,000 FTE roles during construction.

Many of these schemes are long-term visions, or evidence-based calculations of an area's potential output given the right conditions. The nature of these schemes is typically confidential, and because of that, they would not fall within the remit of this report.

The following report was created using a small subset of data extracted from Salford's 'Place Pipeline'. We extracted schemes from within Salford's key growth areas that were predicted to complete by the end of the 2028 fiscal year. Crucially, we only used schemes that we classify as public knowledge. In most cases, this means that the scheme has already applied for, or has already been granted, planning permission.

This should be taken into account when reading the report and analysing the data contained. The data is robust, and is correct to the best of our knowledge, but it does not necessarily contain the full picture, and we would recommend considering a small uplift to the numbers provided within.

REPORT SUMMARY

The construction sector is a critical part of the Greater Manchester (GM) economy, contributing £6 billion in annual economic value. With an annual contribution of £900 million in Salford, the sector also accounts for 9% of the local authority's economy. The sector is central to local, regional and national ambitions for housing development, urban regeneration and creating new infrastructure. Yet, the sector faces significant labour shortages in roles ranging from HVAC trades to structural engineers and digital enablement.

GMCA estimate that about £3 billion of annual construction activity is planned for GM in the next four to five years. Salford City Council also estimate that there are confirmed plans for over 130 construction projects with a total value of £2.6 billion due to be completed by 2028. Delivering these projects is likely to increase demand for construction workers. Since 2011, the construction sector in Salford has grown by an average of 5.64% per year, against an average growth of 4.37% per year for the local authority as a whole. CITB estimates that the sector needs to increase the construction workforce by 5,000 workers every year across the North West. For GM, this equates to a requirement of about 2,000 extra workers every year.

Salford City College Group, Salford City Council and the University of Salford have engaged Greater Manchester Chamber of Commerce (GMCC) to complete an analysis of the labour needs in connection with the investment pipeline in Salford. This report covers two important areas. It firstly presents the pipeline of construction projects covering a four-year period (2025 to 2028) and secondly, the estimated labour requirement to deliver the pipeline. The assessment of labour needs covers the requirements for all projects verified by GMCC and includes those in the council's investment pipeline.

The main findings of this report are:



That the current analysis shows that the future construction pipeline in Salford has nearly 500 separate projects. GMCC's analysis indicates that roughly half of these projects with a collective value of £6.7 billion are confirmed.



That, based on the projects in the planning system as of June 2025, we expect a verified pipeline of £3.4 billion of construction output across Salford in the analysis period of 2025 to 2028. This is likely to be a conservative estimate and is expected to increase as new projects are confirmed and planning permission is sought and granted for them.



That around £900 million and £1.1 billion of construction output are expected in 2025 and 2026, respectively.



That compared to previous analysis undertaken by GMCC in 2019, the annual output has increased and hence expected to increase the overall labour requirement.

Economic value

The analysis in this report shows that the construction sector has recovered in the post-pandemic period and shows record growth. In total, there are £7.6 billion worth of construction projects in the planning system with project visibility extending to the 2040s. The verified pipeline of ongoing work amounts to £6.7 billion, of which we expect £3.4 billion to be delivered in the four-year analysis period. In addition, GMCC has estimated that final contracts have been signed for projects worth £1.7 billion. These findings are based on those projects currently in the planning system as of June 2025.

	£ billion
	Salford
GMCC verified future pipeline	6.7
Expected 2025-2028 output	3.4
Contracted projects	1.7

Output per year

The pipeline of construction projects has increased significantly over the past few years. GMCC's first construction pipeline analysis, completed in 2013, showed an annual estimated construction output of £4 billion per year across all of Greater Manchester.

The latest analysis, conducted only for Manchester and Salford, shows a combined estimated output of £5 billion per year for 2024 to 2026 for the two boroughs. Estimated output in Salford for 2025 and 2026 together exceeds £2 billion. Because new projects enter the pipeline regularly, the estimate for the next three years but particularly 2027 and 2028 is expected to increase over current estimates.

Year	Estimated output
2025	£ 879,271,000
2026	£ 1,174,255,000
2027	£ 732,370,000
2028	£ 562,065,000

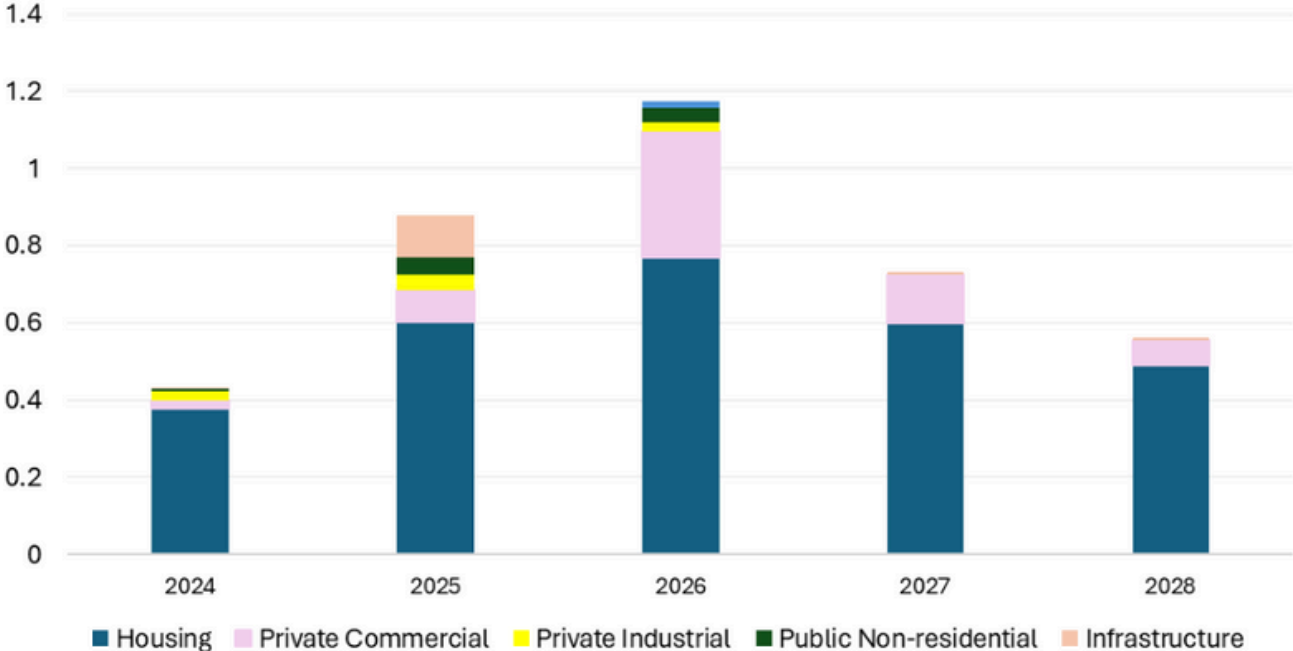
Output by sector

Residential development represents the largest sector within the overall pipeline, followed by private commercial. The data also shows that there is good visibility of housing projects for 2026 and 2027. Available data indicates that there will be construction output of up to £2.45 billion and £600 million respectively by way of residential and private commercial developments in the four years between 2025 to 2028. Residential development particularly appears to be more evenly distributed with an estimated output of £600 million in both 2025 and £759 million in 2026. At £326 million, private commercial developments in 2026 are expected to be almost four times higher than 2025 levels (£83 million). The value of projects in other construction sub-sectors such as private industrial, public non-residential and infrastructure is a lower; it is also certain that there is less advance visibility of projects in these sub-sectors (for example, the zero value for private industrial projects for 2027 and 2028).

Overall, Salford has the second highest pipeline of projects within Greater Manchester. The increase in residential and private commercial developments are also possibly an indication that, after Manchester, the city's share within the Greater Manchester pipeline has increased significantly in the last few years. These mark significant increases compared to the previous analyses.

	2025	2026	2027	2028
Housing	£601,183,136.15	£769,320,337.84	£598,376,134.08	£489,579,447.12
Private commercial	£83,884,512.62	£326,046,061.06	£125,672,447.49	£65,670,629.60
Private industrial	£39,739,569.82	£24,692,414.62	£0.00	£0.00
Public non-residential	£45,666,788.22	£35,691,712.15	£2,643,617.70	£1,137,617.70
Infrastructure	£108,796,906.79	£18,475,362.32	£5,677,777.78	£5,677,777.78

Salford Construction Output by ONS Category (£ billion)



Large value projects

Several high value projects are planned for Salford. These include large housing developments. The below list has the top 13 projects by value. Excluding the masterplans for Crescent Innovation North and the regeneration of MediaCity and Quayside Shopping Centre, there are eight projects with a value of £90 million or more.

Project	Value (millions)
Former Whites site - data centre and office	£250
Salford Quays development Michigan Avenue	£220
One Heritage Tower - 545 apartments and commercial units	£160
Trinity Way - 1,000 homes	£100
Crescent Innovation North Phase 1 - mixed development	£98
Embankment Exchange - 300 apartments and two commercial units	£90
Ordsall Lane - 500 flats	£90
Ralli Quays - 280 bed hotel and offices	£90
Obsidian Trinity 2 - 250 flats and commercial space	£85
Clippers Quay - 402 flats, sky bar and fitness studios	£83
Soapworks Block D - commercial units	£79
Salford Towers - 1,585 bedroom student accommodation	£79
Building 5 Anchorage Gateway redevelopment	£75

Labour analysis

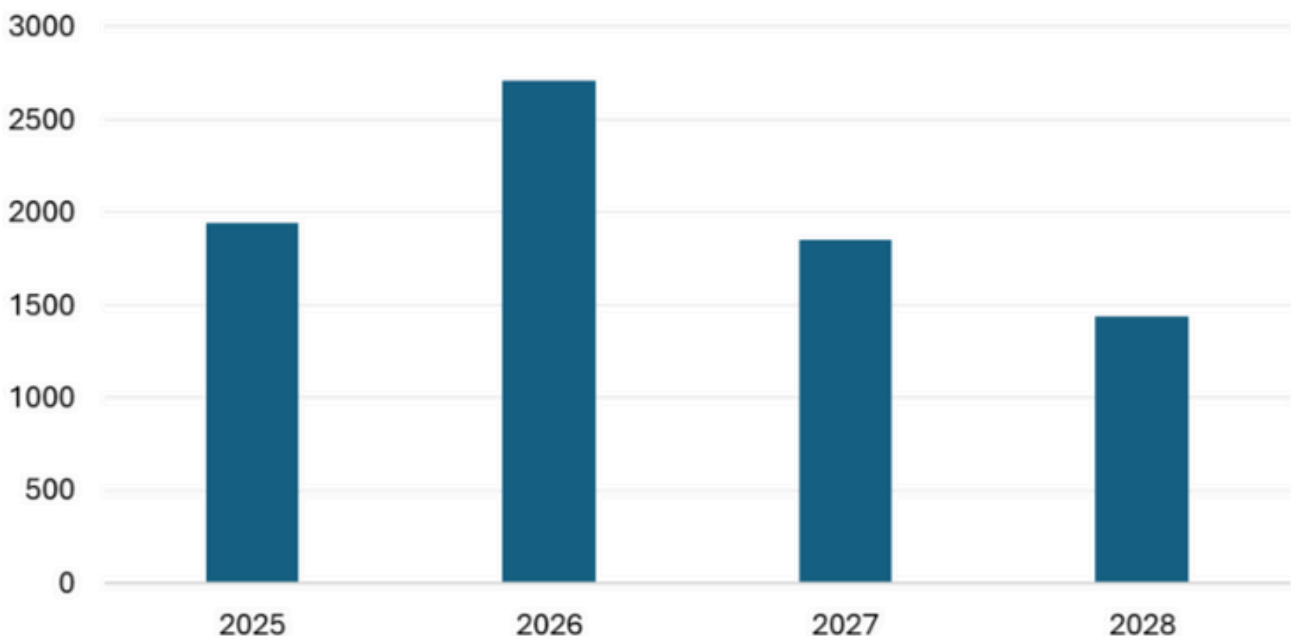
This section includes the workforce required for all projects in Salford that meet our methodology during the period of 2025 to 2028 inclusive, including the list of projects that were shared by Salford City Council.

Senior construction professionals

As an occupation group, the most demand seen in the analysis is for senior construction professionals. This group includes senior roles in construction management, design and project management. Considering the scale and complexity of modern construction projects, and other trends in the sector such as increased adoption of MMC and technologies such as Building Information Modelling (BIM), the demand for senior construction professionals is understandable. The CTIB forecasts that, across the North West, an average of 1,000 workers must be added per year to this occupation group to meet future demand. Moreover, experienced construction professionals are required to meet increased compliance requirements. For many roles in this occupation group, a degree is mandatory. In addition, some roles require membership of bodies such as the Chartered Institute of Building or the Royal Institution of Chartered Surveyors. However, alternative pathways such as apprenticeships and level 5 and 6 qualifications are available in building services and construction site management.

On average, around 2,000 workers in this occupation group are required every year to deliver the pipeline for Salford although this is forecast to increase in 2026. The demand for such professionals will be heightened in the lead up to project commencement as design directors and senior project managers are required for feasibility studies, design development and obtaining approvals.

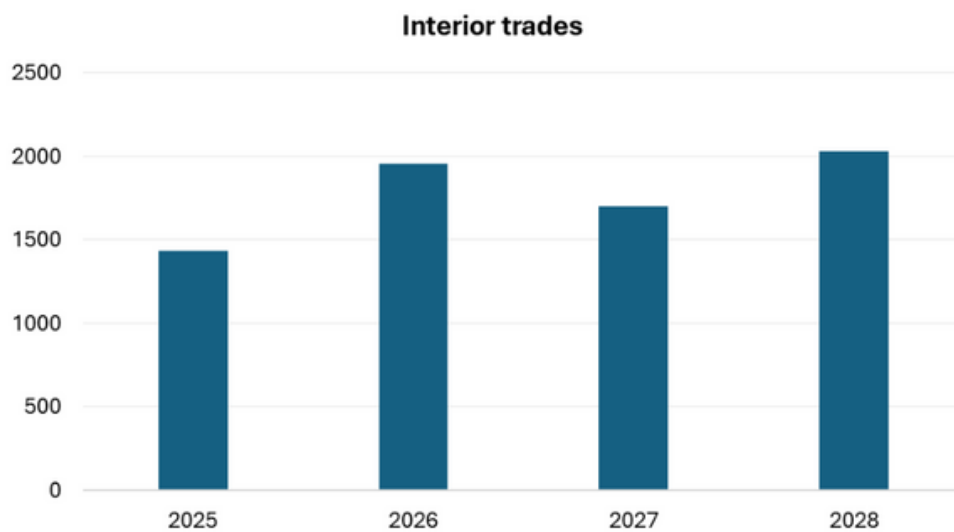
Senior construction professionals



Interior trades

This group aggregates joiners, plasterers, painters and decorators and floorers, trades that are key in delivering the internal aspects of a building. The demand for workers in interior trades is most felt during the fit-out and finishing stages of a project. The increased volume of residential housing building and ambitious targets to increase housebuilding in the Places for Everyone plan will likely sustain demand for interior trades. This occupation has had labour shortages historically and there is the need for sustained volumes. In addition, workers in this group need upskilling to meet retrofit targets. For example, in areas like PAS 2035 to meet environmental standards such as Energy Performance Certificate (EPC) A and B ratings.

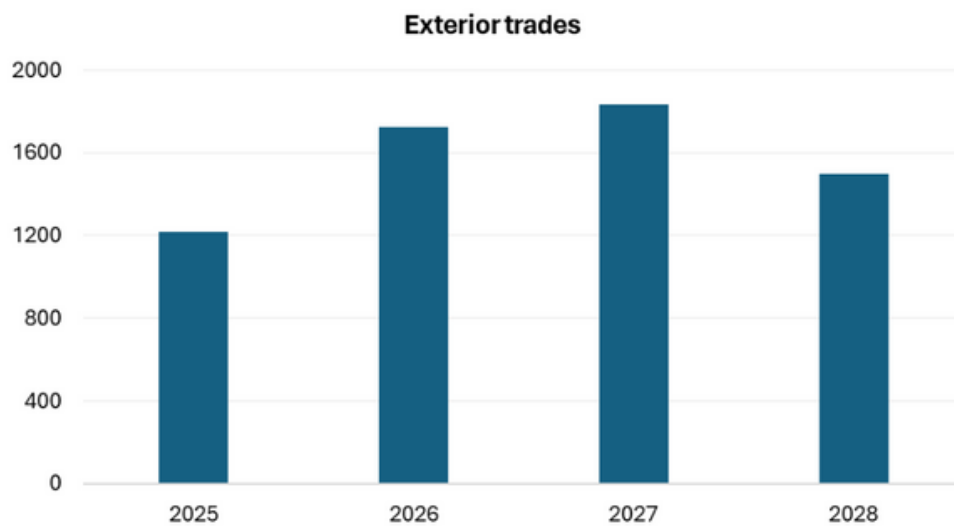
Demand for workers in this group is expected to remain at an average of 1,700 to 2,000 every year with the highest demand seen in carpentry, woodwork and joinery.



Exterior trades

The exterior trades group consisting of bricklayers, scaffolders, glaziers and roofers also continues to experience consistent demand. Planned developments in housing and private commercial buildings is likely to drive sustained demand for bricklayers and roofers to deliver external walls, roofing and weatherproofing. It is widely believed that many workers in these trades form part of an ageing workforce, so replacement demand is another factor that is likely to drive up demand.

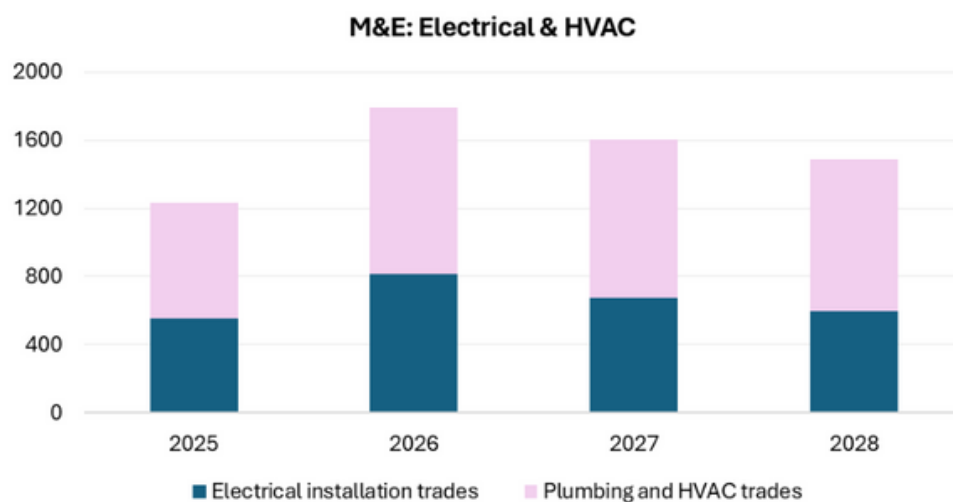
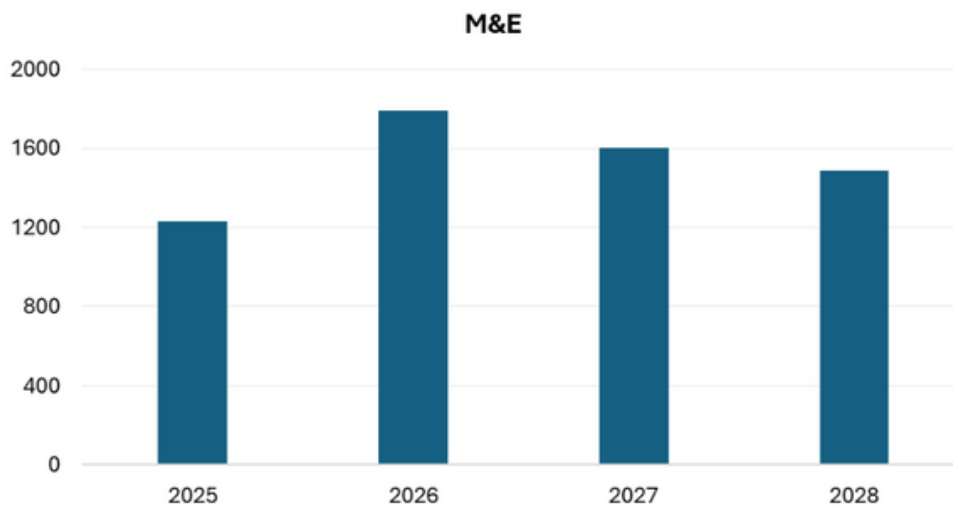
For the pipeline in Salford, demand for workers in this group is estimated to be between 1,600 to 2,000 per annum but there is an increasing year on year trend. The CITB estimates that demand for scaffolders is likely to increase by as much as 3% per year.



Mechanical trades

There are two trades within this group, electrical trades and HVAC. Both are, according to the GM LSIP2, areas of acute shortage. Demand for workers in this group is expected to stay high given the volume of house building and private commercial within the pipeline. The emphasis on net-zero initiatives, such as installing electric heat pumps, solar panels and electric vehicle charging infrastructure has resulted in increased demand for electricians. Similarly, demand for HVAC engineers and installers is likely to be sustained by both new-build and retrofit projects. Within GM, there is an emphasis on retrofitting and heat networks while the Future Homes Standard is expected to bring in new requirements. These factors mean sustained demand for these trades.

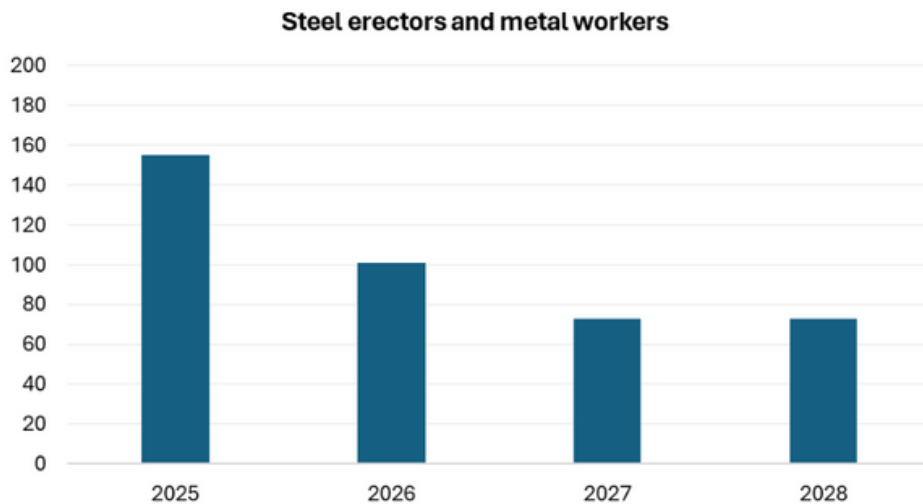
For the pipeline in Salford, demand for electrical and HVAC engineers is likely to be respectively in the 600 to 800 and 1,000 range per year.



Steel erection

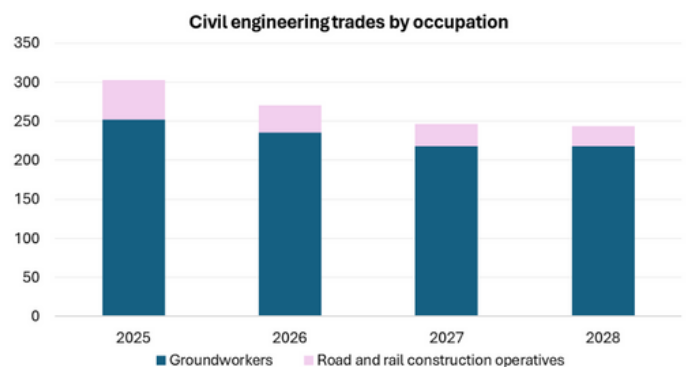
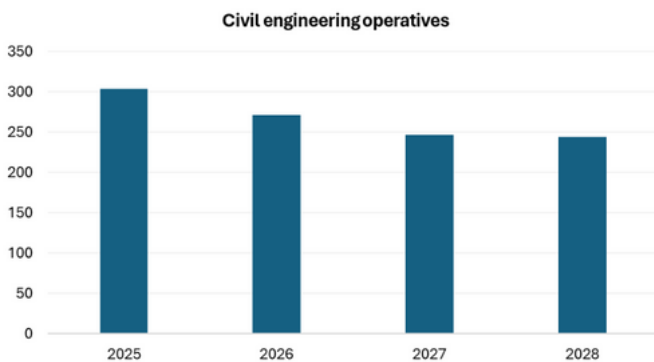
Demand for structural and steel erection trades is closely linked to the project mix within the pipeline. With more high-density housing and other large-scale construction being planned in Salford, demand for steel erection will likely stay high. The current data shows that the numbers of workers required is decreasing into 2028. However, this should not be interpreted as steel erection as a trade where there aren't future prospects.

Demand for workers in this trade is front loaded with high demand in the initial build phase, so building activity on more projects start, demand will pick up. It is noteworthy that this is an area which was identified as an urgent priority in the GM LSIP.



Civil engineering operatives

Groundworkers and road and rail construction operatives are essential to the early stages of construction projects and are responsible for site preparation through ground levelling, excavating and laying foundations. Although essential in all projects, the demand for civil engineering operative workers in this group is high in infrastructure projects. Within the pipeline for Salford, infrastructure is a relatively small sector. However, demand is consistent at around 250 workers per year.

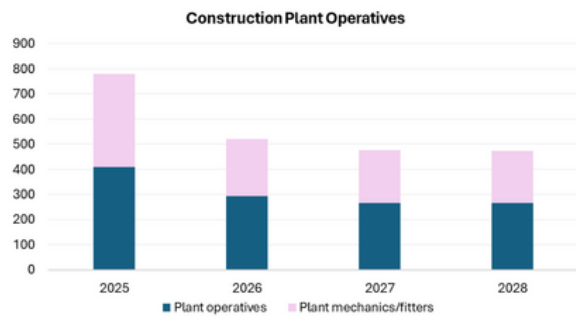
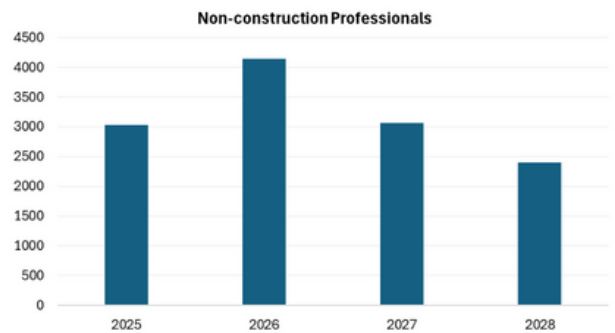
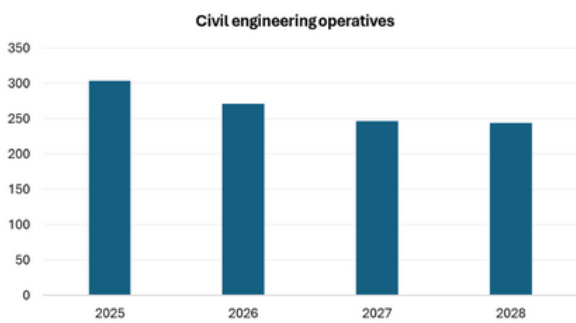


Construction plant operatives

Construction plant operatives, who are responsible for excavators, bulldozers and cranes, provide vital support for construction and infrastructure projects performing tasks such as earthmoving, lifting and surfacing. These operatives are critical across all phases of construction but particularly during groundwork and site preparation. Reflecting the nature of projects in the pipeline for Salford, there is noticeable demand for plant operatives at 250 to 300 workers per year.

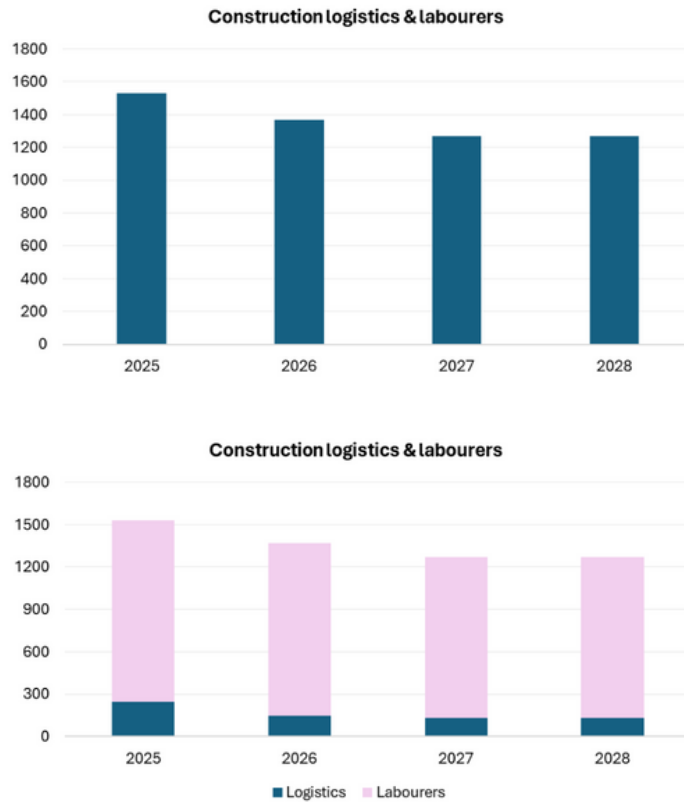
Non-construction professionals

Construction projects need office-based professional and technical staff including architects, Computer-Aided Design (CAD) technicians, quantity surveyors and staff in other administrative support functions. There is high demand for workers with expertise and skills in these occupation areas. Although some roles in this group may require university degrees, there are other pathways for acquiring skills and qualifications in these areas. On average, over 3,000 workers per annum in this group are required to deliver the pipeline.



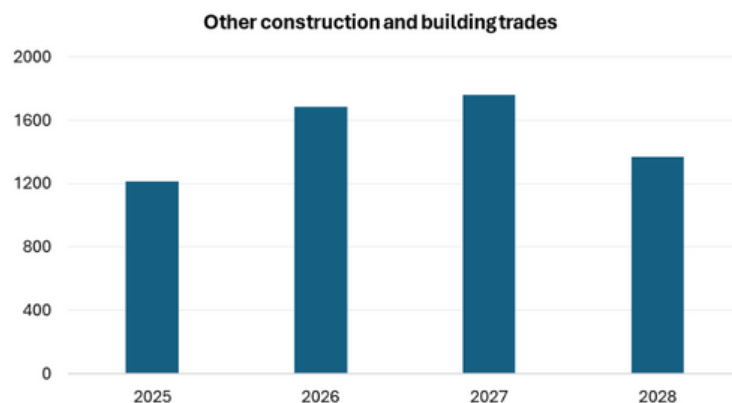
Construction logistics and labourers

Construction logistics staff and general construction labourers are also required for effective functioning of a site. While logistics staff are responsible for the movement of materials and equipment, construction labourers undertake a wide range of on-site manual tasks such as unloading and moving materials and assisting other skilled trades. Demand for labourers is generally high with over 1,000 workers required per year compared to a smaller number of up to 200 logistics operatives per year.



Other construction and building trades

'Other construction and building trades' is a general category used to group together workers in trades where numbers are low individually but when combined, they represent a considerable number of construction workers. This category might include workers in specialist fitting work for commercial fit out, landscaping, insulation and repair and maintenance operatives. Although this is a loose classification, this group has an annual demand of around 1,400 to 1,700 workers.



Labour requirements

Occupation	2025	2026	2027	2028
Senior construction professionals	1,940	2,710	1,850	1,440
Carpenters and joiners	810	1,140	940	1,090
Painters and decorators	260	330	330	410
Plasterers	220	300	270	340
Floorers	140	190	160	190
Bricklayers and masons	810	1,130	1,330	1,040
Roofers	190	280	280	210
Glaziers and window trades	80	120	100	120
Scaffolders	130	190	137	130
Electrical installation trades	550	820	680	600
Plumbing and HVAC trades	680	970	930	890
Groundworkers	250	240	220	220
Road and rail construction operatives	50	40	30	30
Plant operatives	410	290	270	270
Plant mechanics and fitters	370	230	210	210
Steel erectors and metal workers	130	160	100	80
Other construction and building trades	1,210	1,680	1,760	1,370
Logistics	240	150	130	130
Labourers	1,290	1,220	1,140	1,140
Non-construction professionals (including office-based roles)	3,030	4,140	3,060	2,400
Total	12,810	16,310	13,900	12,280

Approximates

Training needs

Within the construction sector, it is increasingly acknowledged by both industry professionals and learning providers that maintaining a training pipeline equivalent to approximately 10% of the estimated workforce requirement is critical for ensuring the sector's ability to meet future demand.

The CITB's Construction Skills Network 2024 to 2028 estimates that, even assuming modest growth, the sector needs an additional 251,500 workers by 2028 against a total workforce of 2.2 million across the country.

This equates to 50,300 additional workers per year, a 12% increase in the annual requirement compared to the estimates in the Construction Skills Network 2023 to 2027.

The CITB, GMCA and other organisations have consistently expressed the view that there is need for sustained investment in skills development to mitigate high attrition rates, an ageing workforce and escalating demand for skilled labour driven by housing targets and planned infrastructure investments.

This underscores the need for a significant boost to the number of people taking up construction related apprenticeships and technical qualifications. The following table lays out the training pipeline required to meet the labour requirement for the pipeline of projects.

Occupation	2025	2026	2027	2028
Senior construction professionals	190	270	190	140
Carpenters and joiners	80	110	100	110
Painters and decorators	30	30	30	40
Plasterers	20	30	30	30
Floorers	10	20	20	20
Bricklayers and masons	80	110	130	100
Roofers	20	30	30	20
Glaziers and window trades	10	10	10	10
Scaffolders	10	20	10	10
Electrical installation trades	60	80	70	60
Plumbing and HVAC trades	70	100	100	90
Groundworkers	30	20	20	20
Road and rail construction operatives	10	10	10	10
Plant operatives	40	30	30	30
Plant mechanics and fitters	40	20	20	20
Steel erectors and metal workers	10	20	10	10
Other construction and building trades	120	170	180	140
Logistics	20	20	10	10
Labourers	130	120	110	110
Non-construction professionals (including office-based roles)	300	410	310	240
Total	1281	1632	1392	1228

Approximates

ABOUT THE PARTNERS



Greater Manchester Chamber of Commerce

Greater Manchester Chamber of Commerce is the largest accredited Chamber of Commerce in the UK, with over 4,000 members. The Chamber represents each of the 10 Local Authority areas in Greater Manchester. The Chamber is committed to promoting commerce, community and culture in our city region.

The Chamber is an independent, not-for-profit and exists to support businesses and create the best climate for the region to thrive. The Chamber is the recognised voice of business for Greater Manchester - often lobbying on behalf of businesses on key issues such as transport, taxation and business regulation. The Chamber works closely with the Mayor's office, and national Government counterparts.

Salford City Council

Salford City Council

Salford City Council is the local authority at the heart of a vibrant, diverse, and forward-thinking city. Committed to creating a fairer, greener, and healthier Salford, the council delivers a wide range of services that support residents, businesses, and communities. Salford City Council is dedicated to making the city a great place to live, work, and thrive. Their values (pride, passion, people, and personal responsibility) guide everything they do to improve lives across the city.

ABOUT THE PARTNERS



Build Salford

Build Salford is a strategic partnership and workforce development network that connects education providers, employers, contractors, and policymakers to shape the future of construction in Salford. At its core, Build Salford is about joining the dots and linking the city's ambitious construction pipeline with inclusive employment pathways, technical education, and social value delivery. Build Salford plays a pivotal role in ensuring that this growth translates into real opportunities for local people. The partnership acts as a connective tissue across the sector, aligning workforce development with live project needs and co-designing solutions with industry leaders.



University of Salford

Established in 1896, the University of Salford began as The Royal Technical Institute. We are deeply rooted within Salford, which is one of the world's first industrial cities.

Today we pride ourselves on our unbeatable links to industry, our state-of-the-art facilities and our award-winning academics. Our students and staff have now helped to build a campus which is a warm and welcoming place in which to live and study.

Our portfolio of expertise and teaching covers arts, media, creative technologies, business, health, society, science, engineering and the environment. Our School of Health and Society is the biggest School in our University with over 8000 students. We are one of the largest providers of nursing and midwifery training in the region, and we play a vital role in providing a talent pipeline for future NHS workers as well as wider health related professionals.

Our close links to industry and to major employers help us provide our students and graduates with the necessary skills, experience and confidence to go on to fulfilling careers. Our academic teams are complemented by our professional services colleagues, who provide the expertise which keep our activities running.

We work in partnership with the Students' Union who represent over 26,000 students studying with us.

ABOUT THE PARTNERS



Salford City College Group

Salford City College Group is one of Greater Manchester's leading education and skills providers, comprising City Skills, Eccles Sixth Form College, FutureSkills at MediaCityUK, Pendleton Sixth Form College, Worsley College, and Apprenticeships at Salford City College.

The College delivers outstanding post-16 education and training opportunities, from Entry Level through to Level 7, empowering every learner to achieve their full potential.

The College's construction provision is closely aligned to local, regional, and national skills priorities to drive growth across the sector, with over 1500 learners currently enrolled on construction provision, including apprenticeships, full time and adult learning, primarily based at City Skills, the College's Centre of Excellence for Construction Skills. Through close collaboration with employers, the College delivers high-quality apprenticeships and training programmes that help businesses develop their workforce and thrive. This dedication to meaningful partnerships was recently acknowledged with the prestigious Association of Colleges' Beacon Award for Employer Engagement.

Together with partners, the College is shaping the workforce of the future and making a lasting, positive impact within our communities.



The Construction Industry Training Board (CITB)

The Construction Industry Training Board (CITB) is the industry-led skills body for the construction sector in Great Britain. CITB's role is to support the development of a skilled, competent and inclusive workforce that can meet the needs of a modern and evolving construction industry.

Funded by the construction levy, CITB works in partnership with employers, government, training providers and a range of stakeholders to identify current and future skills requirements, address shortages, and invest in training and workforce development.

Through research, labour market intelligence, and regional engagement, CITB provides insight to inform construction pipeline planning, ensuring that local and national projects are supported by the right skills at the right time. CITB also delivers funding, grants, and strategic programmes that help employers to attract new entrants, develop their people, and increase productivity.

By working collaboratively with industry and partners, CITB plays a key role in enabling a sustainable, skilled workforce capable of delivering the UK's construction ambitions now and in the future.

