

**North East Derbyshire District Council**

**Cabinet**

**25 November 2015**

**Avenue Employment and Skills Plan**

**Report No MG/08/15-16/JW of Councillor M Gordon, Portfolio Holder with  
Responsibility for Environment**

This report is public

**Purpose of the Report**

- To request Cabinet approval of the draft Avenue Employment and Skills Plan (as part of the Working Communities Plus Programme) and to seek Cabinet approval on the next steps to agreeing a final plan.

**1.0 Report Details**

- 1.1 The Avenue development is NEDDC's exemplar scheme. It is located adjacent to the A61, to the east of the village of Wingerworth and close to the villages of Grassmoor and Tupton. This is a mixed use site of housing, employment and community usage. Housing construction is due to commence in 2016 and it is anticipated that the build out time could be up to 10 years depending on the market.
- 1.2 The Homes and Community Agency went out to procurement for the contract for the development of the first phase in 2014 which is housing - and Kier Living secured this contract.
- 1.3 An outline planning application has been conditionally approved, to include an employment condition as is NEDDC standard practice for major developments. This condition stipulates '*Before development starts (excluding all works identified as "exempt works" in the schedule of definitions attached to this decision and all works associated with the construction and implementation of the new access and roundabout to the A61 and the associated access road as shown on plan number 47066230/SK/22 Rev A and defined as A61 Access Planning Boundary), a scheme/schemes to enhance and maximise employment and training opportunities during the lifetime of the project shall be submitted to and be approved in writing by the Local Planning Authority. Thereafter, the scheme(s) shall be operated in accordance with the approved details.*'
- 1.4 A 'Business Workstream' group of officers exists to help co-ordinate outputs from the Avenue project and consists of officers from NEDDC, Derbyshire County Council, the Homes and Community Agency and Turner and Townsend. Officers meet monthly to identify and plan for potential business, employment and skills

opportunities that are likely to arise from the Avenue development. This work stream has developed the attached draft Working Communities Plus Employment and Skills Plan for phase 1 (**Appendix 1**).

1.5 The draft Working Communities Plus Employment and Skills Plan for this first phase of development needs to be agreed through negotiation with Kier. It includes:

- The promotion of contracts with local businesses;
- Identifying job opportunities for local residents;
- Developing training activities wherever possible for local residents to ensure that they have the skills for these jobs;
- Curriculum activities with local schools and HE/FE establishments.

The plan sets out how the Partners will work together to deliver targets for all of these activities and outlines what Kier Living, NEDDC and Derbyshire County Council can do to help achieve these targets.

## **2 Conclusions and Reasons for Recommendation**

2.1 That Cabinet approve the draft *Avenue Working Communities Plus Employment and Skills Plan* which will be submitted to the Avenue Project Control Board for endorsement by partner agencies, prior to the Council's Employment and Skills Officer commencing talks with Kier Living to adopt a final plan.

2.2 Once a final plan is agreed by all parties, a task and finish group led by NEDDC will then be formed to include DCC, Kier Living, the Department of Work and Pensions, Chesterfield College, schools and appropriate training providers to develop activities to fulfil the key performance indicators. NEDDC will monitor progress of the agreed plan and will provide progress reports to Cabinet and the Avenue Project Control Board.

## **3 Consultation and Equality Impact**

3.1 Business opportunities will be promoted as widely as possible, using existing partnership channels across the identified travel to work areas, as per the Working Communities Plus employment and skills plan.

3.2 Employment and training opportunities that are identified will be promoted fairly and widely using existing partnership channels.

## **4 Alternative Options and Reasons for Rejection**

4.1 Do nothing. Without the plan, local people and businesses will not benefit from opportunities arising from the site. It is NEDDC policy that employment conditions are included in major planning applications therefore doing nothing is not an option.

## **5 Implications**

### **5.1 Finance and Risk Implications**

5.1.1 There are no financial implications or commitments arising out of this report

- 5.1.2 There is a risk that Kier and other partners do not agree to this draft plan. However, this has been mitigated by conditions attached to the planning agreements and by ensuring all partners have been kept informed of the content of this draft plan, and through our partnership approach, to avoid dispute or rejection.
- 5.1.3 Once the final plan has been agreed, a further risk assessment will be carried out against the plan and risks will be managed via the Council's agreed approach to managing projects and risk.

## **5.2 Legal Implications including Data Protection**

- 5.2.1 Personal details to include names of residents will be stored as evidence of completing activities or securing employment as part of this project. All data protection legislation will be complied with.

## **5.3 Human Resources Implications**

- 5.3.1 All employment and training opportunities will be promoted fairly and equalities legislation will be complied with.

## **6 Recommendations**

- 6.1 That Cabinet approve the draft *Avenue Working Communities Plus Employment and Skills Plan*.
- 6.2 That the Plan be submitted to the Avenue Project Control Board for endorsement by partner agencies.
- 6.3 That once the Avenue Project Control Board have agreed the draft plan, the appropriate officers of the Council commence talks with Kier Living to agree a final plan, for approval at Cabinet in 2016.

## **7 Decision Information**

<b>Is the decision a Key Decision?</b> (A Key Decision is one which results in income or expenditure to the Council of £50,000 or more or which has a significant impact on two or more District wards)	No
<b>District Wards Affected</b>	Tupton
<b>Links to Corporate Plan priorities or Policy Framework</b>	Aim: Unlocking Our Growth Potential – Unlocking Development Potential and Enabling Housing Growth

**8 Document Information**

<b>Appendix No</b>	<b>Title</b>
1	Working Communities Plus Employment and Skills Plan
<b>Background Papers</b> (These are unpublished works which have been relied on to a material extent when preparing the report. They must be listed in the section below. If the report is going to Cabinet (NEDDC) or Executive (BDC) you must provide copies of the background papers)	
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AGIN 5 (CAB 1125) Avenue Employment/AJD

DRAFT

Avenue

Working Communities Plus

Employment and Skills Plan

October 2015



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## Introduction

NEDDC is working to ensure that The Avenue development is an exemplar scheme. It is located adjacent to the A61, to the east of the village of Wingerworth and close to the villages of Grassmoor and Tupton. This is a mixed use site of housing, employment and community usage.

An employment condition has been included in the planning decision notice: *'Before development starts (excluding all works identified as "exempt works" in the schedule of definitions attached to this decision and all works associated with the construction and implementation of the new access and roundabout to the A61 and the associated access road as shown on plan number 47066230/SK/22 Rev A and defined as A61 Access Planning Boundary), a scheme/schemes to enhance and maximise employment and training opportunities during the lifetime of the project shall be submitted to and be approved in writing by the Local Planning Authority. Thereafter, the scheme(s) shall be operated in accordance with the approved details.'*

Construction is due to commence in 2016 and the expected timeframe is 10 years. The timeframe of phase one is 5 years, starting in March 2016 and this Working Communities Plus Employment and Skills Plan will be the scheme required in the employment condition that relates to this phase.

This document details how Kier and partners can work together to maximise opportunities for the first phase of the Avenue development. It outlines the expectations of the HCA, NEDDC and DCC from Kier both directly and in-directly through sub-contractors, in developing local employment and skills opportunities that can be accessed by the community.

The expected targets are provided in this document and these have been calculated by utilising the CIBT National Skills Academy 'Client-Based Approach to developing and implementing an Employment and Skills Strategy on construction projects - Client and Local Authority Guidance'.

The targets also reflect the strategic importance North East Derbyshire District Council, Derbyshire County Council, the Sheffield City Region and D2N2 Local Enterprise Partnerships place on maximising employment and skills opportunities for local residents. For further information please see the following:

- North East Derbyshire District Council Employment and Skills Policy: <http://www.ne-derbyshire.gov.uk/business/employment--skills-policy/>
- North East Derbyshire District Council Growth Strategy: <http://www.ne-derbyshire.gov.uk/about-north-east-derbyshire/news-homepage/bulletins/news-archive/new-strategy-aims-to-unlock-growth-potential/>
- North East Derbyshire District Council Housing and Economic Development Strategy: <http://www.ne-derbyshire.gov.uk/housing/strategic-housing-service/housing-and-economic-development-strategy/>
- Sheffield City Region Skills: <http://sheffieldcityregion.org.uk/skills-made-easy/skills/>
- D2N2 Skills For Growth: <http://www.d2n2lep.org/skills>
- Derbyshire Economic Strategy Statement: <http://www.derbyshireeconomicpartnership.org.uk/derbyshire-economic-partnership/derbyshire-economic-strategy-statement/>

This will be project managed through the Avenue Business Workstream, which is a sub-group of the Avenue's Project Control Board. Lead in time will be required to enable the co-ordination to take place and discussions re timescales will be agreed in advance with Kier.

### **Employment and skills local priorities and activities**

The Avenue project offers the Partnership an opportunity to provide a further mechanism to support local people to access the varied employment and skills opportunities the size and scale of the Avenue Project will bring. The following sets out the scale of the employment and skills challenges that a partnership approach will address.

#### **Job density**

Within North East Derbyshire District the job density is 0.51, much lower when compared to the Great Britain density of 0.80. This means that there is 0.51 jobs available per person within the district therefore an increase of jobs need to be made available. (source: Office of National Statistics)

#### **Unemployment**

At a very local level North East Derbyshire District has 3 wards close to the Avenue Site (Grassmoor, Clay Cross North and Clay Cross South) that form part of the 17 wards with the most severe unemployment problems in Derbyshire. (source: Office of National Statistics)

#### **Youth unemployment**

Like most parts of the UK, unemployment is more common amongst young people. The unemployment rate for under 25 year olds in Derbyshire is nearly twice the working age average. In April 2015 the unemployment rate for 16 to 24 year olds in North East Derbyshire was 2.6%, higher than East Midlands (2.3%) and England (2.1%) level. (source: Office of National Statistics)

#### **Qualifications**

Although there has been an increase in qualifications across the North East Derbyshire District there are a higher than national average of working age residents who have no qualifications. (source: Office of National Statistics) It is expected that the Avenue development will provide an opportunity for increasing skill levels.

### **Support interventions available locally**

Working Communities Plus is a partnership that supports developers to maximise employment and skills opportunities for local residents. Through this partnership, funding and resources is accessed to support with local activities wherever possible. Support is accessed through a designated Employment and Skills Officer who will ensure that local interventions are accessed and all activities are co-ordinated.

There are existing employment support programmes that are provided locally to include Ambition SCR (to support JSA claimants), Talent Match (to support long term unemployed) and Working Communities <http://www.ne-derbyshire.gov.uk/business/working-communities> (for NED residents either unemployed or facing redundancy) and clients receive intensive 1-1 support to help them become work ready and progress into sustainable employment. The Avenue development will provide people the opportunities to explore and go into careers in the construction industry.

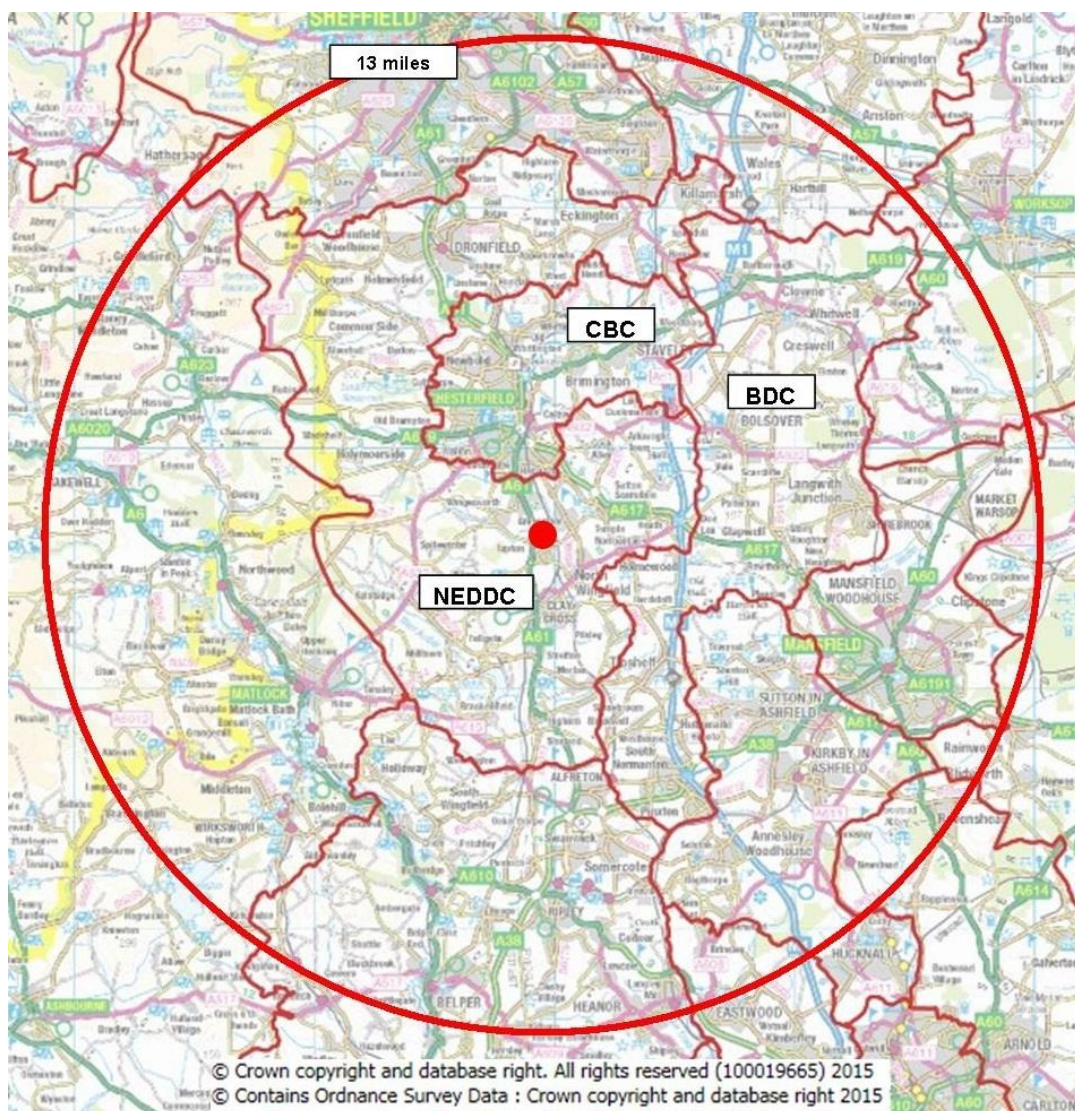


## Business engagement

It is recognised that residents of North East Derbyshire, of working age, commute to neighbouring authority areas – namely Bolsover District Council and Chesterfield Borough Council and the travel to work area has been identified as being 13 miles (see map below) from the Avenue development. Businesses within these areas will be expected to be pro-actively engaged with during the lifetime of the project.

North East Derbyshire has 482 construction related businesses, Bolsover has 294 construction related businesses and Chesterfield has 535 construction related businesses (Source MINT). This makes a total of 1,311 construction related businesses which Kier have the opportunity to engage with during this phase through activities to include web based activities and meet the buyer events.

NED businesses will be supported by the NEDDC economic development team in addition to the above engagement.



NEDDC has a Supplementary Planning Document entitled Developer Contributions which outlines in general what is expected from developers when planning applications are received that have the potential to generate employment opportunities. NEDDC has the option of either applying Section 106 powers to bring employment, training and skills benefits to a development site or including an employment condition as part of the planning approval. The Section 106 employment condition stipulates 'Before development starts (excluding all works identified as "exempt works" in the schedule of definitions attached to this decision and all works associated with the construction and implementation of the new access and roundabout to the A61 and the associated access road as shown on plan number 47066230/SK/22 Rev A and defined as A61 Access Planning Boundary), a scheme/schemes to enhance and maximise employment and training opportunities during the lifetime of the project shall be submitted to and be approved in writing by the Local Planning Authority. Thereafter, the scheme(s) shall be operated in accordance with the approved details.'

NEDDC has an Employment and Skills Policy with the aim of maximising employment and skills opportunities on each development site. As part of this policy, the Council will:

- Request that a minimum of 10% of the workforce required for the construction projects will be sourced through NEDDC's Working Communities.
- Request that apprentices of at least advanced level apprenticeships are employed during the lifetime of the development.
- Request that the employment and training opportunities are made available via the developers, main contractors and subcontractors. This is expected through contractual arrangements.
- Request that "Meet the Contractor" events are organised by the developer/contractor for local SME's, where they can register their expertise and interests for contracts
- Request that wherever possible elements of construction are procured in small parcels to facilitate access by SME's
- Produce a Business Development Strategy, which incorporates skills development

## Targets and contributions from the Partnership

Target	NEDDC and DCC contribution	Kier contribution
Demonstrate commitment to maximise employment and training opportunities for local residents	Development of targets and support to achieve these.	Targets included in every contract issued by developer, contractors and sub-contractors.
Maximise opportunities for <ul style="list-style-type: none"> <li>local companies within the North East Derbyshire, Chesterfield and Bolsover local authorities areas, with support through the Partnership.</li> <li>companies in the wider travel to work area of 13 miles from the Avenue development (map on page 5)</li> </ul>	Provision of list of appropriate businesses	Wherever possible elements of construction are procured in small parcels to facilitate access by SME's
	Review of tender documentation.	Simplified documentation to apply for tenders Plain English that is easily understood Single on line document to complete to reduce duplication
	Support NED companies, including small and micro companies to be assessed using Kier's BRAG system. Support and co-ordination of BRAG promotional events, sourcing venues as appropriate.	Kier's BRAG system to be used to show progress of local companies, to include small and micro companies, securing local contracts Promotion of BRAG system locally via local events in the community and on-line tools.
	n/a	Identification of contracts and numbers of contracts available to include supply chain, materials, other businesses to include supply services, eg b&bs and food. This information to be provided to the Partnership in advance to allow sufficient lead in time.
	Source venue and promote the events with local companies to include supply chain and related businesses, eg b&bs, food, etc. Promote through DCC's Trusted Traders scheme. Co-ordination of events	Promotion of opportunities for local companies. Meet the buyer days held in the local community to provide local businesses to find out about the opportunities on a 1-1 basis. Support for businesses completing PQQ/tendering documentation and selection process. Feedback to individual companies unsuccessful in securing contracts. Associated costs to include room hire, postage and publicity.
	A Partnership notice board to show progress in <ul style="list-style-type: none"> <li>Number of jobs to date</li> <li>Number of apprenticeships</li> <li>Number of people supported with skills development</li> <li>Number of contracts awarded to local companies</li> </ul>	n/a

	Avenue Project Control Board will monitor activities on a quarterly basis and a formal annual review will also take place	
<p>Identification of employment and skills opportunities to support KPIs – construction phase.</p> <p>Directly and indirectly employed.</p> <p>Related Targets</p> <p>Employment opportunities – 12 Existing Apprenticeships – 6 Apprenticeship starts with prog route - 7 Apprenticeship completions – 4 Graduates/undergraduates – 1 Work placements – 16 + - 11 Work placements – unemployed – 20 Work experience – 14 – 16 year olds – 3 Curriculum support activities for schools – 6 Site visits – college/university - 5 Site visits – schools – 9 Research opportunity – 1</p> <p>NVQ starts for sub-contractors - 8 NVQ completions for sub-contractors - 7 Training plans for sub-contractors - 5 Leadership and management training for sub-contractors - 3 Supervisory training for sub-contractors – 5 Advanced Health and Safety Training for sub-contractors – 5 Business advice and activities for sub-contractors - 10</p>	<p>Develop schemes to upskill and support local residents, including unemployed, into positions.</p> <p>Sector based work academies and pre-employment training to upskill unemployed residents and support with employability skills. Courses are fully funded for unemployed support and can be a minimum of 1 week duration.</p> <p>To source unemployed young people through local employment support programmes for work experience and work placements.</p> <p>Source participants to undertake sector based work academies and pre-employment training.</p> <p>Workforce development needs support for businesses.</p> <p>Determine and source training required by contractors and sub-contractors to develop own workforce.</p> <p>Support businesses with developing work experience and work placements frameworks.</p> <p>Work with HE/FE to source students for work experience and placements.</p> <p>Work with the three secondary schools – Tupton Hall, Parkside and Hasland Hall to source students for work experience and placements, plus co-ordinate activities to support careers advice and curriculum activity to include STEM for schools.</p> <p>Work with primary schools to provide opportunities for businesses to provide information on jobs and site health and safety information.</p>	<p>Identify positions and skills required and sourced through Working Communities:</p> <ul style="list-style-type: none"> <li>• Permanent positions</li> <li>• Temporary positions</li> <li>• Apprenticeships – full courses to include exploring partners existing programmes.</li> <li>• Apprenticeships – through ATAs eg Chesterfield College, DCCs</li> <li>• Work placements of up to 8 weeks for unemployed young people (18 – 24 year olds) on Ambition/Talent Match programmes</li> <li>• Work experience for unemployed residents</li> <li>• Graduate opportunities</li> <li>• Research opportunities for students</li> <li>• Work experience for HE/FE</li> <li>• Involvement of secondary and primary schools to include work experience, site visits, career talks, etc.</li> </ul> <p>Workforce development needs identified.</p> <p>Provide work experience and placement opportunities for students and young people.</p>
Promotion of jobs available.	<p>Promotion of available jobs.</p> <p>Co-ordination of recruitment days.</p> <p>Source venues</p> <p>Source providers to support with apprenticeship placements</p> <p>Source young people for apprenticeship vacancies</p>	<p>Promotion of jobs and apprenticeships available both directly employed and indirectly through supply chain.</p> <p>Recruitment days held in the community to promote the jobs available.</p> <p>Associated costs to include advertising and venue hire.</p>
Promote local companies with house owners	<p>Co-ordinate activities to develop pack.</p> <p>Include local companies' details.</p>	<p>Welcome pack for house owners to include details of local service deliverers, eg window cleaners, child</p>

		minders, electricians, etc , endorsed through Trusted Trader scheme. Associated costs to be with the developer.
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**Explanatory notes**

**Employment opportunities**

Employment opportunities will be sourced initially through Working Communities Plus who will work with partners to recruit from local communities. These employment opportunities will last a minimum of 6 months and will be at least 30 hours per week. Local intervention work, to include pre-employment training, will take place with unemployed residents as appropriate to ensure that these have the skills required and are supported with the recruitment process. Working Communities Plus will project manage these activities.

- Evidence: Copy of completed vacancy template.
- Outcome : 1 individual represents 1 outcome

#### **Existing Apprenticeship**

An apprentice who is working on the project who is employed by a trade contractor or main contractor.

- Evidence: Apprenticeship registration.
- Outcome: 1 individual represents 1 outcome.

#### **Apprenticeship start with progression route**

Recruitment of an apprentice to the project workforce. An apprenticeship outcome is defined as an individual pursuing a formal apprenticeship framework, incorporating either NVQ level 2, 3 or 4. It is important that the apprenticeship start is for a full framework regardless of the length of the time of the project. This can either be to continue with the employer or as a host employer through an apprenticeship training agency route.

- Evidence: Apprenticeship registration documents.
- Outcome: 1 individual represents 1 outcome.

#### **Apprenticeship Completions**

Completion of a formal apprenticeship framework incorporating either NVQ level 2, 3 or 4.

- Evidence: Completion certificates
- Outcome: 1 individual represents 1 outcome

#### **Graduates/undergraduates**

Employment opportunities in relation to the project for university students who have graduated within 3 years of the start of their employment.

- Evidence: Copy of offer of employment from employer
- Outcome: 1 individual represents 1 outcome.

#### **Work placements – unemployed (to include 18 – 24 year olds)**

Work placement between 6 and 8 weeks for local unemployed residents sourced via Working Communities Plus.

- Evidence: Copy of work placement activity sheet plus reference.
- Outcome: 1 individual represents 1 outcome

#### **Work experience placement (14 - 16 year olds)**

To support young people during their school education in years 10 and 11. The minimum period is 5 days which can be in one week or over 5 weeks.

- Evidence: Offer letter from the employer, plus attendance record and evaluation form.
- Outcome: 1 individual represents 1 outcome.

#### **Work experience placement ( 16 – 19 year olds)**

To support young people in full time further education to gain experience in the construction sector. The minimum duration of a work experience placement should be 10 working days.

- Evidence: Offer letter from the employer detailing activity, plus attendance record and evaluation form
- Outcome: 1 individual represents 1 outcome.

#### **Curriculum Support Activities**

Include carrying out workshops within schools or on site with students from schools or colleges, enabling the student to understand the practical applications of their studies and to promote the careers available in the construction sector, linking in to STEM and other subjects and technical qualifications as appropriate.

- Evidence: Confirmation from education establishment of individual employee contribution to classroom-based or site-based workshop activity.
- Outcome: 1 individual involved in delivering a workshop activity represents 1 outcome.

#### **Site visits – college/university**

Give students the opportunity to visit a 'working' construction site. This could also include site offices to meet with officers eg architects, surveyors, engineers.

- Evidence: Registration sheet with student details
- Outcome: 1 site visit represents 1 outcome

#### **Site visits – schools**

Give students the opportunity to visit a 'working' construction site. This could also include site offices to meet with officers eg architects, surveyors, engineers.

- Evidence: Registration sheet with student details
- Outcome: 1 site visit represents 1 outcome

#### **Research opportunity**

Provide a student (school/college/university) with an opportunity to research a real life project in any area of work to add value to the project.

- Evidence: Summary of report and findings
- One research project represents 1 outcome

#### **NVQ starts for sub-contractors**

NVQ starts at levels 2, 3, 4 or 5 for individuals working in the project supply chain, not directly employed by the main contractor.

- Evidence: NVQ registration documents
- Outcome: 1 individual represents 1 outcome

#### **NVQ completions for sub-contractors**

NVQ completions at levels 2, 3, 4 or 5 for individuals working in the project supply chain, not directly employed by the main contractor.

- Evidence: NVQ completion certificates
- Outcome: 1 individual represents 1 outcome

#### **Training plans for sub-contractors**

This target describes each instance of the creation of a supply chain company training plan.

- Evidence: Company training plan
- Outcome: 1 company training plan represents 1 outcome

#### **Supervisor training for sub-contractors**

This target describes training activity leading to formal accreditation such as Institute of Leadership and Management (ILM) qualifications. Courses delivered against this target must be at least one day in duration.

- Evidence: Completion certificate
- Outcome: 1 individual represents 1 outcome

#### **Leadership and management training for sub-contractors**

This target describes outputs involving individuals who wish to develop their leadership and management skills. Generic courses could include those linked with the Institute of Leadership and Management, Chartered Management Institute or alternatively training could be occupation specific. Courses delivered against this target must be at least one day in duration.

- Evidence: Completion certificate
- Outcome: 1 individual represents 1 outcome

#### **Advanced health and safety training for sub-contractors**

Training which can be delivered against this target can include NEBOSH (National Examination Board in Occupational Safety and Health) or IOSH (Institute of Occupational Safety and Health) courses

- Evidence: Completion certificate
- Outcome: 1 individual represents 1 outcome

#### **Business support and advice/activities for sub-contractors**

Activities can include workshops and individual 1-1 sessions with micro and SMEs. A system will be developed by Working Communities that will show progress made by businesses as a result of these activities.

- Evidence: Overview of activity and name of company provided for. Progress will also be able to be demonstrated
- Outcome: 1 activity represents 1 outcome