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## Report of the Director of Neighbourhoods and Housing

### Executive Board

Date: 15<sup>th</sup> November 2006

Subject: Local Employment and Training Initiatives Relating to ALMO Expenditure

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Electoral Wards Affected:

Specific Implications For:

Equality and Diversity

Community Cohesion

Narrowing the Gap

Eligible for Call In

Not Eligible for Call In  
(Details contained in the report)

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## 1.00 PURPOSE OF THE REPORT

- 1.01 This paper has been prepared for Executive Board in response to concerns, expressed by Elected Members, which relate to the continuation of training and development within the building industry and job opportunities for the citizens of Leeds. This in part relates to the organisational changes within the Property Maintenance Services group of City Services following the establishment of the Arms Length Management Organisations (ALMO's).
- 1.02 The report aims to show that, while there has been a shift in how this commitment is being delivered, strategies developed by Neighbourhoods and Housing with and on behalf of the ALMO's are delivering an expanded range of opportunities.
- 1.03 This report details the work with the construction industry in Leeds with regard to Local Employment and Training initiatives since the launch of the Leeds Homes Construction Partnership (LHCP) in November 2005 to deliver decent homes. It also covers developments on Responsive Repairs and Maintenance contracts in ALMO's and outlines proposals for further development of initiatives with the appointed construction partners.

## 2.00 BACKGROUND

- 2.01 The LHCP brought together the ALMOs, Belle Isle Tenant Management Organisation (BITMO), Property Management Services (PMS) and a number of building construction organisations to work in partnership to deliver the Decent Homes Programme in Leeds by 2010.

- 2.02 Since the set up of the ALMO's in 2003 there has been significantly more spend available for construction works in the city: in the year 2005/6 approximately £100millions has been spent on capital projects compared to £23millions in 2003 (plus approximately £27millions in responsive maintenance).
- 2.03 As a result of a number of detailed procurement exercises there are approximately thirty contractors engaged on a framework basis to deliver works on behalf of the Leeds ALMO's. These are made up of main contractor partners for Decent Homes, responsive maintenance partners and a number of elemental contractors delivering, for example, windows, doors, roofing and rewiring. This report highlights training and employment opportunities offered by the contractor partners of the LHCP.
- 2.04 The management structure of LHCP consists of a main Partnership Board with key representatives being ALMO Chief Officers, Head of PMS and Strategic Landlord. There are also a number of sub groups looking at specific areas and one of these is responsible for developing initiatives with regard to Local Employment and Training.
- 2.05 The Local Employment and Training Sub Group consists of one representative from each ALMO/BITMO and PMS and is chaired by the Deputy Chief Executive of Leeds East Homes. The terms of reference of this group includes promoting joint working by Client, Contractor and Training Providers to increase the numbers of "local" residents employed in this employment sector.
- 2.05 Over the past few months the Local Employment and Training Sub Group, in liaison with the appointed framework contractors, have undertaken a Construction Skills Development Survey to establish respective contractor's current position, which then informs an overall positional statement on Employment and Training

### **3.0 LOCAL TRAINING AND EMPLOYMENT POSITION**

- 3.01 Property Maintenance Services have for many years run a Modern Craft Apprenticeship programme where trainees between the ages of 16-24 work towards achieving NVQ level 3 and a trade qualification.

The training covers a 3-4 year programme which involves attendance at College of Building or Technology, mentoring by a qualified operative and are deployed on the Council contracts held by the Division. All apprentices are offered permanent jobs subject to them gaining the necessary qualification and meeting the employment criteria. There have been thirty apprentices trained since the year 2000, at an average intake of 5 per year, covering the trades of plumbing, joinery, gas, mechanical and electrical.

For local training programmes Property Maintenance Services has provided a number of placements for trainees from the Construction Skills Centre based at Clarence Road which involves on the job training and opportunities for employment in joinery, bricklaying and plastering for approximately six people.

- 3.02 Table 1, below, contains details provided by our construction partners that demonstrates the number of Leeds based personnel employed on LHCP projects and how many of these are currently engaged in work placement, trainee or apprenticeship opportunities on LHCP projects.

3.03 Table 1 also identifies the training programmes currently being undertaken by ALMO Responsive Maintenance partners following transfer from Property Maintenance Services.

3.04 The predominant trades that are attracting career training opportunities as stated by the contractors are, Joinery, Electricians, Plumbing, Bricklaying, Plastering, Glazing and Roofing.

**Table 1**

Contractor	Type of Contractor	Number of Employees living in Leeds	Number of employees living in Leeds receiving training	Trainees taken on as a result of increased ALMO expenditure	Further Information
Baas	Main Capital Works Partner	11	2	1	1 Joiner
Bermar Building	Main Capital Works Partner	11	3	3	3 Joiners Joinery CITB Trade Apprenticeship Scheme – 3 years
Connaught	Main Capital Works Partner	116	9	3	1 Plasterer, 1 Joiner, 1 Electrician. Any plans for additional trainees will be subject to work continuity.
Keepmoat (FHM)	Main Capital Works Partner	187	20	5	1 Apprentice Joiner, 2 multi-skilled Apprentices, 2 multi-skilled trainees. NVQ 2 + 3 (3 year course) In addition FHM launched a competition for 20 work experience placements. From this 20, 5 students were selected and joined FHM as apprentices in September 2006. In October FHM will take 4 trainees from the next Leeds Youthbuild cohort.
Lovell	Main Capital Works Partner	29	8	8	NVQ 2 + 3 (3 year course) Subject to continuity of work with the ALMO's the scheme will continue.
Mears	Main Capital and Responsive Works Partner	24	5	5	Mears have taken on 5 apprentices from Leeds College of Building – 2 Joiners, 2 Female Plumbers, 1 Plasterer
Baldwin	Main Capital and Responsive Works Partner	281	25	23 Trade / Craft Apprentices	<b>LWH</b> – 7 Joiners, 4 Plumbers, 2 Plasterers <b>LSEH</b> – 6 Joiners, 3 Plumbers 1 Bricklayer
Kier	Responsive	173	168	2	Responsive

Contractor	Type of Contractor	Number of Employees living in Leeds	Number of employees living in Leeds receiving training	Trainees taken on as a result of increased ALMO expenditure	Further Information
Responsive Maintenance Contractor	Maintenance Partner		Existing employees also undertaking CITB training	Flagship Trainees now in permanent employment with Kier	Maintenance Partners for LSH and LNWH. They have put in place a 5 year education, training and employment plan. See Section 4
Leeds East Homes	Responsive Works Contractor	85	13	13	11 apprentices transferred from Property Maintenance Services, 1 Gas Plumber, 6 Joiners and 4 plumbers Of these 2 joiners and 1 gas plumber have since come out their time and been offered full time employment with LEH, a further 2 plumbers will come out of their time at the end of October 2006. LEH have employed a further 2 apprentices - 1 apprentice plasterer and 1 female painter and decorator
<b>TOTAL</b>		<b>917</b>	<b>253</b>	<b>63</b>	

3.05 In addition to the contractor placements above, Construction Skills Learning Centre (CSLC) have each year developed and maintained placements for a minimum of 150 trainees (young people and adults) on both CSLC sites and with various contractors and with Leeds East Homes. Normal take up on these schemes is in excess of 85%; Keepmoat is a positive example of a contractor delivering via this method.

3.06 It is clear from the volume of works being delivered through the 'Decency' programmes (approximately four times the capital programme which existed before the ALMOs were established), that increased personnel are required. Given the above information, the Council can be assured that contractors are developing strategies to ensure their continuing ability to deliver to their requirements. Their respective trainee programmes are key to these strategies.

#### 4.00 FUTURE INITIATIVES FROM ALMO PARTNERS

##### **Responsive Maintenance Partner - Kier**

4.01 Based on the success of their many ventures with Sheffield, Kier are currently working on a collaborative Education Training and Employment Programme for 15 number 14-16 year old young people in Leeds titled 'City Stewardship – Leeds' in conjunction with Leeds South Homes, Leeds North West Homes, Leeds City Council, Education (Leeds) and the Leeds College of Building.

4.02 The proposal is linked to the Junior Job Guarantee Programme, a work based learning programme that gives 14-16 year olds the opportunity to work towards

GCSEs at school whilst at the same time studying for a particular vocational option in a preferred occupational sector. Subject to performance, attendance and achievement of each beneficiary over the period, each would be offered employment and continued training with the host employer. Kier have agreed in collaboration with both ALMOs and the Leeds College of Building to deliver the programme in support of Leeds City Council and Education Leeds.

- 4.03 The outline proposal is that the pupils will have chosen to undertake construction as a vocational option at school, will study for a one day a week at Leeds College of Building for BTEC Construction Qualification in joinery or bricklaying. Subsequently all 15 will undertake fifty days work experience working in both ALMOs through Kier after the October 2006 half term.
- 4.04 The toolkit for the 15 young people will be donated by Kier and all personal protective equipment will be provided by Hays Recruitment Agency who operates on behalf of Kier for the supply of agency labour. Kier have successfully run a similar programme in Sheffield involving some 40 supervisors and 150 young people.
- 4.05 The real commitment from both ALMOs and Kier will come around the summer of 2008 when each young person, dependent on fulfilling all aspects of the two year programme will be guaranteed an apprenticeship by Kier. Essentially both ALMOs will have 15 Leeds young people with a formal qualification in their chosen occupation of construction and by the age of 17 should be fully competent.

#### **Construction Skills Learning Centre**

- 4.06 Construction Skills Learning Centre (CSLC) is a Leeds City Council Jobs and Skills Service provision based close to the city centre. CSLC has been delivering a unique, quality training provision in a range of construction disciplines for unemployed people over the past 17 years. Provision is available to adults and young people from the age of 14.
- 4.07 Training offered includes Brickwork, Carpentry and Joinery, Plastering and Painting and Decorating with learners working towards and NVQ level 2 together with a portfolio of certificates and cards required by the construction industry. CSLC works closely with local employers to meet their workforce needs and a number of highly successful Job Guarantee initiatives have been undertaken in the areas of Heating and Ventilation with 94% of unemployed participants securing work, Community Caretakers 90%, and Scaffolding which is currently ongoing. CSLC has established strong working partnerships with over 70 employers developing a range of work experience placements many of which are successfully converted in job outcomes.
- 4.08 CSLC staff work in partnership with employers and other agencies to develop a varied and robust curriculum which is on offer to unemployed people across the city which includes Job Guarantee programmes. In partnership with the Federation of Master Builders additional funding has been secured to enable learners to take advantage of a wage subsidy which allows them to return to CSLC to complete a full NVQ 2 whilst working in the industry. The current Apprenticeship provision continues to flourish with the opportunity for additional places to enable 16-19 year old to achieve the full Apprenticeship framework much in demand by employers across the country. CSLC has, from September 2006 in partnership with a local school, commenced delivery of the BTEC First Diploma in Construction to Year 10 students.
- 4.09 CSLC has worked closely with Leeds East Homes (LEH) on a number of projects including Barncroft Towers in Seacroft. The Construction Projects team and learners from the local area were involved in a year long project erecting a boundary wall,

fixing security gates and fencing, raising garden areas, levelling paths to comply with DDA and resurfacing the car park. The project included a series of consultations with residents who expressed their satisfaction with the new pleasant and secure environment and appreciation of their involvement in its development. A similar project, ongoing since November 2005 is nearing completion at Shakespeare Towers in Burmantofts. LEH are collaborating with Leeds Construction Skills Centre (LSCS) to put together an all female repairs team. LSCS currently have female trainees in the early part of their training who they hope to have ready to transfer over to LEH in six months time.

## **6.00 CONCLUSION**

- 6.01 This report has shown that there has been an approximate four fold increase in the value of capital work since the commencement of the Leeds Decent Homes programme. The report also shows that there has been a twelve fold increase in the number of trainees (from five to 63) associated with this increase together with the responsive repair work undertaken through the ALMOs. The report highlights notable developments undertaken by Kiers and Leeds East Homes.
- 6.02 It is clear that some of our Contractors are further advanced in these areas than others, examples being Kier, Keepmoat, Lovell, Baldwin, and we will look to develop potential employment and training programmes and strategies with these organisations as lead contractors that can be shared across the Leeds Homes Construction Partnership.
- 6.04 The proposed outline programme between Kier, Leeds South Homes and Leeds North West Homes, linked to Education Leeds, as described in Section 4.00 of the report will be explored in more detail with Kier with the potential opportunity for expansion into works delivered under the Decent Homes Programme.
- 6.05 Ongoing work between Construction Skills Learning Centre and Leeds East Homes outlined in Section 4.00 will be expanded for the long term benefit of the Leeds Homes Construction Partnership.
- 6.06 Finally, development work with Construction Leeds and Youth Build will continue in earnest to move towards a closer and more proactive working relationship with a resulting longer term strategy for Local Training and Employment Initiatives not only for the Leeds Homes Construction Partnership but for all parts of Leeds City Council.

## **7.00 RECOMMENDATION**

- 7.01 Members are asked to note the report.