

Scrutiny Board (Sustainable Economy and Culture) Report published May 2012 Update February 2013

	Recommendations	Stage	Complete
1	<p>The Director of City Development works in collaboration with the Director of Resources to produce and implement a Policy Framework and Charter for Employment and Skills opportunities. To be presented to the Executive Board no later than September 2012</p> <p>At its meeting in November 2012, the Executive Board agreed the policy for the inclusion of employment and skills obligations to be considered in all Council contracts where the value of the contract is over £100k and where it is shown to offer appropriate value for money. No policy changes were required to include employment and skills obligations within S106 Planning Agreements.</p>	2 (Achieved)	
2	<p>The Director of Development works in collaboration with the Director of Resources to produce supporting policy guidance by September 2012 setting out compliance information for planning applicants and those entering the contracting process.</p> <p>The policy has been underpinned by the production and dissemination of guidance and template documentation to all stakeholders including Planning and Procurement officers of the Council, developers and contractors. These set out the policy aims and objectives of the Council and provide detailed guidance on implementation and monitoring requirements and on the support available from the Employment and Skills service to enable implementation.</p>	2 (Achieved)	

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3	<p>That the Director of City Development sets the following threshold to trigger S106 employment and skills obligations -</p> <ul style="list-style-type: none"> • Retail Developments of over 2000m2, • Residential developments of over 100 units, • All developments over 10,000m2 <p>The Director of Development implemented the recommended thresholds and established an automatic e-mail notification system to request a consultation response on applications that meet the thresholds from the Employment and Skills service.</p> <p>During the period January 2012 to November 2012, 15 planning consents were granted with S106 agreement including employment and skills obligations. An additional 2 planning consents included planning conditions relating to employment and skills provision. A number of these developments have received outline consent or have yet to commence and therefore the employment and skills outputs cannot be evidenced at this stage.</p> <p>The service has already engaged with developers and their contractors on 4 of the above developments including the construction of a high school, a police station, housing and building refurbishment for college provision. To date three Employment and Skills plans have been agreed for the delivery of activity which to date have generated employment for 19 people and safeguarded 2 posts and provided 2 work experience placements. The impact will need to be assessed over a longer time period given that the lead time on developments will not deliver the outcomes immediately.</p>	<p style="text-align: center;">2 (Achieved) or 4 (not achieved – progress made acceptable)</p>	
4	<p>That the Director of Resources sets the following threshold to trigger the assessment of Employment and Skills requirements within the procurement process – contracts that are valued at £100k and above.</p> <p>At its meeting in November 2012, the Executive Board approved the policy for employment and skills obligations to be considered on all Council contracts over £100k in value where it is shown to offer appropriate value for money. To date, 3 construction contracts with an estimated value of £25m have been identified as suitable for the inclusion of employment and skills obligations and these are proceeding to tender.</p>	<p style="text-align: center;">2 (Achieved)</p>	

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5	<p>The Director of City Development works in collaboration with the Director of Resources to undertake annual consultation with Stakeholders to be reported back to the Scrutiny Board in July 2013.</p> <p>The review process will include a review of the evidence base to include the number of contracts and planning agreements that have included obligations, the employment and skills outputs delivered as well as seeking the views of key stakeholders.</p> <p>The review of the evidence base would identify the number of contracts and planning agreements</p> <ul style="list-style-type: none"> • within the scope of the policy framework • that included obligations • that included obligations that were delivered at 100% of target / between 75 and 99% of target/ between 50% and 75% of target • that included obligations that were not delivered or delivered at less than 50% of target <p>The above information would be examined to ascertain whether there is any correlation between the type, nature and scale of the contracted activity / development.</p> <p>Stakeholder views will be sought on how the policy framework to secure employment, skills and supply chain benefits is being implemented. This would seek views through survey and discussions on the support and advice provided; compliance with the requirements including the provision of information for monitoring purposes; the benefits secured for their business including meeting corporate social responsibility objectives, up-skilling their workforce, public relations and publicity. It would seek information on any difficulties encountered and the changes or support required to overcome these.</p> <p>The review process will enable service managers to develop recommendations for changes to the policy framework and way in which it is applied. This periodic review would enable the policy to be amended to reflect changing economic circumstances including local and sectoral changes; changes in employment and skills policy and publicly funded provision; and that additional guidance and support is made available to officers, developers and contractors where appropriate.</p> <p>The outcomes of the review will be reported to the relevant services and Scrutiny Board.</p>	<p>6 (Not for review this time – next review due July 2013)</p>	

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6	<p>That the Directors of City Development and Resources conduct a review of operational procedures in Planning and Procurement Services to ensure that there is a process flow which demonstrates that Employment and Skills Service has been alerted to each and every opportunity that meets the defined criteria at the earliest possible stage, including planning pre-application meetings where appropriate.</p> <p>Operational procedures have been mapped and reviewed to ensure that the opportunities to introduce employment and skills obligations are maximised. Procedures are currently working effectively across all areas. These arrangements will be reviewed after 12 months as outlined above to ensure that all relevant applications and contracts are being picked up within this system.</p>	<p>2 (Achieved) or 4 (not achieved – progress made acceptable)</p>	
7	<p>That the Directors of City Development and Resources collaborate to produce a toolkit by September 2012 as an aid to officers which will promote consistency in operational procedures and practice.</p> <p>The Employment and Skills, Planning and Procurement services have developed practical guides for officers. These underpin the policy and procedures and include named officers and their contact details for further information and guidance.</p> <p>A number of consultation sessions were held with key officers in the Procurement and Planning services to test the robustness of the systems and guidance documentation and process flow charts.</p> <p>Over 100 commissioning officers from all directorates across the Council attended a Master Class to raise awareness of the requirements and explain how these will be applied and the support available to implement them. The toolkit and associated documentation is available on the intranet. .</p>	<p>2 (Achieved)</p>	

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8	<p>That the Director of City Development ensures that employment and skills plans are provided for planning applications meeting defined criteria, which are due to be considered by Plans Panels. Where planning legislation permits, such plans must provide a summary of obligations imposed in the past which have not been fulfilled.</p> <p>Officer reports to Plans Panel include a section where the recommendation is set out. The recommendation will usually be subject to specified conditions and the completion of a legal agreement (where required), and detail the specific obligations. Details of any employment and skills obligations will be included in this section.</p> <p>The main body of the officer's report will draw attention to the need for an employment and skills obligation. The report will show that the applicant has agreed to enter into the development of an employment and skills plan and provide the basic details of what has been agreed, in terms of seeking to employ people from specific geographical areas, numbers and the types of opportunities available.</p> <p>Details of obligations on earlier permissions on the same site can be included in the "relevant planning history" section of the report, for background information. However, the information is not a material planning consideration and if the obligation has not been met in the past, this cannot be used as a reason for seeking to refuse the current application on the same site.</p>	<p>2 (Achieved)</p>	
9	<p>That the Director for City Development ensures that Employment and Skills packages specify minimum target levels for young people who are NEET and the long term unemployed.</p> <p>Employment and Skills Plans agreed with contractors and developers specify minimum targets for all employment and skills obligations. The majority of opportunities are focused on entry level positions and include jobs, apprenticeships, work placements and experience in addition to skills training for the existing workforce. Dependent on the nature of the opportunities, minimum targets for young people identified as NEET and or the long term unemployed will be included where appropriate. All Employment and Skills plans agreed to date have included provision for this target group.</p>	<p>2 (Achieved) or 4 (not achieved – progress made acceptable)</p>	

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10	<p>That the Directors of City Development and Resources collaborate to ensure robust monitoring procedures are in place for planning obligations and contracts. Where requirements are not being met early intervention is taken to rectify this.</p> <p>When employment and skills and supply chain obligations are introduced these are detailed in an Employment and Skills Plan. The plan will be drawn up in conjunction with the Employment and Skills service to reflect the nature and phasing of the contracted activity / development and agreed with the contractor or developer. The plan will include a schedule that will detail the agreed output targets against a timeline.</p> <p>The Employment and Skills Plan includes a method statement from the contractor / developer identifying the roles, responsibilities and contributions to be made by named parties. It includes a named individual responsible for managing the delivery of the plan and sets out how the targets will be delivered and the monthly or quarterly reporting requirements.</p> <p>The Employment and Skills service has established a performance reporting framework to enable the close monitoring of the delivery across all contracts and developments where obligations have been agreed to ensure that they are being met and remedial action is taken where required.</p> <p>The performance reporting framework for both planning and contracting obligations will capture the projected contract / development outputs and these will be reviewed against the agreed targets. Performance on individual contracts and S106 agreements will be aggregated and reported on a six monthly basis to the relevant Chief Officers. These reports can be made available to Scrutiny Board as required.</p>	<p>2 (Achieved) or 4 (not achieved – progress made acceptable)</p>	
11	<p>That the Director of Resources investigates the potential to implement a financial bond system with further information regarding its viability being presented to Scrutiny Board when the Director provides his formal response to the recommendations</p> <p>Addressed through the Director's formal response to the inquiry recommendations.</p>	<p>1 (Stop monitoring)</p>	

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<p>12</p>	<p>That the Director of Development and the Director of Resources collaborate to present a report to the Scrutiny Board in January 2013 on the delivery of opportunities in accordance with an agreed policy, an officer toolkit (with associated training) and robust operational monitoring systems</p> <p>The Directors of City Development and Resources undertake to produce a report by the agreed deadline detailing the number and type of employment and skills obligations applied and delivered, the use of the toolkit and guidance materials and monitoring systems.</p> <p>To date employment and skills obligations have been included in 15 S106 Planning Agreements, 6 have been progressed to develop an Employment and Skills plan detailing the delivery of opportunities. 300 people have been supported into jobs and 32 apprenticeships created to date. Further work is required to detail the outputs on the remaining sites as Employment and Skills Plans are developed by the developer and the service. 5 contracts have included obligations and delivered 110 jobs and 91 apprenticeships and a further 4 contract specifications have included employment and skills obligations and are currently being tendered.</p> <p>Given the lead time on development and contracting activity, it is not yet possible to report in detail on outcomes delivered.</p>	<p>2 (Achieved) or 4 (not achieved – progress made acceptable)</p>	
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References to the Director of Environment and Neighbourhoods have been deleted and replaced with the Director of City Development to reflect the revised delegations for Employment and Skills activity.