
Subject Draft Local Employment Agreement

Date 11 March 2013

Job No/Ref 217349-01

Thorpe Park – Draft Local Employment Agreement

1 Introduction and Context

The City of Leeds is one of the key drivers of the regional and national economy; generating economic growth in the city will benefit the wider City Region. Attracting and retaining business investment and growing the economy in Leeds will benefit the City Region and the Yorkshire and Humber as a whole, by creating jobs and developing stronger markets.

However, as a consequence of the recession, over 28,000 jobs in Leeds have been lost. Leeds has been more severely affected than the majority of its ‘Core Cities’ competitors, placing second in the greatest number of job lost. Consequently, it is a fundamentally important objective of the Leeds City Region to create new employment to return to pre-recession levels. The City Region has set a target of creating 60,000 new jobs by 2016¹ and the development at Thorpe Park could significantly help to meet this target with an anticipated 350 or more construction jobs on site during build-out and 10,400 gross additional permanent FTE jobs on a single site² at peak employment in 2025.

The structure of the Leeds economy has continued to change. There has been growth in employment in financial and business services and headquarters functions. Whilst remaining a fairly large sector, employment in manufacturing has declined, and although Leeds has been less reliant on public sector jobs than many other cities in the north of England, cuts in public spending have led to job losses.

Some parts of Leeds, and in particular east Leeds, suffer from persistent problems of deprivation and unemployment. A consideration of the Local Super Output Areas within 20% of the most deprived in England indicates that there is a strong concentration of deprived communities in the east of the Leeds. This emphasises that the need to encourage long term business investment is of paramount importance in providing opportunities for neighbourhoods close to Thorpe Park.

Scarborough Group understand the significance of Thorpe Park in this context, and are committed to playing our part in the long term development of east Leeds in terms of small businesses development, employment and skills and in providing opportunities particularly for those people who have traditionally struggled to access employment. Whilst we will strive to minimise and mitigate impacts due to construction and additional traffic as far as possible, what impacts remain are will be felt most keenly by local people, and it is right that they should reap disproportionate rewards during build out and operation of the site.

Currently, an estimated 470 (just over 10%) of Thorpe Park’s 4,500 employees come from the east Leeds area^{3,4}, however the relatively narrow variety of occupations and sectors currently

¹ See Leeds City Region (July 2012) Unlocking our Economic Potential, A Leeds City Region Deal

² An estimated 4,600 – 5,600 net additional jobs across the Leeds City Region when adjusted for deadweight, displacement, leakage, substitution and multiplier effects.

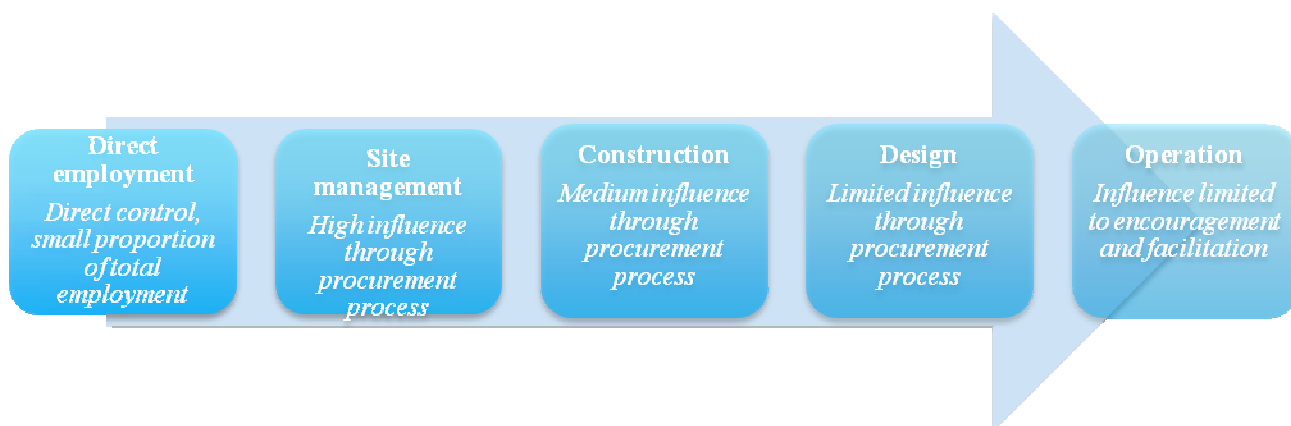
³ East Leeds is defined as the wards of Gipton and Harehills, Burmantofts and Richmond Hill, Cross Gates and Whinmoor, Killingbeck and Seacroft, Garforth and Swillington, and Temple Newsam.

represented on the park has limited the opportunities available to the local population. As part of the build out of the second phase the proposal is to diversify the range of uses on site. The benefit of this will be twofold. A wider retail and leisure offering on the park will increase its attractiveness to the market, making it more likely to achieve its full employment potential. Additionally, it will broaden the spread of employment opportunities across sectors, occupations and skills levels making employment on the park accessible to more people in the local area.

The proposals contained in this document have been developed to increase the representation of East Leeds residents working on site at Thorpe Park to include an additional 2,691 local people (or 25% of 10,700 expected gross FTE roles created on site) during the construction and operation of the forthcoming phases of development. The employment created for local residents will offer employment for the residents of these areas across the range of skill levels, with a particular focus on entry level jobs offering high quality career progression opportunities such as apprenticeships and on helping young people not in employment, education or training ('NEETs') into work.

The proposals developed to support local employment, training and small business development are based on explicit, quantified and ambitious targets which will be monitored and reviewed twice yearly in partnership with Employment Leeds against outcomes.

1.1 Scope and influence



Scarborough Group is committed to maximising local employment and training outcomes for East Leeds across the construction and operation of existing and later phases of development. However, it is recognised that we will directly employ a very small proportion of the total employees on the site and our ability to influence the proportion of local employment will be constrained in various ways. Our influence will vary depending on our relationship to the employers and varying commercial imperatives. We are committed to providing a framework for action, which will then allow us, and our LCC partners, to encourage and facilitate ongoing cooperation between employers on-site, using a diversity of mechanisms set out in the remainder of this document.

The strategy covers both construction and operation of the revised ThorpePark Masterplan, and actions arising from it will be compliant with all relevant national and European employment law including equal opportunities legislation.

⁴ An alternative measure of local employment is to take the commitment to percentage of local spend made by Wilmott Dixon under the SCAPE framework used for public sector construction contracts. By their definition, Thorpe Park is already out-performing targets with 87% of employees coming from within a 20 mile radius.

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1.2 Target area

Throughout this document reference is made to the ‘target area’. Whilst of course all employment in the wider Leeds City region is of interest to the City Council, for the purposes of this local employment and training agreement the primary focus will be on a ‘target area’ broadly corresponding to East Leeds. It includes the electoral wards named below which encompass a radius of approximately 5 miles from Thorpe Park to the west and south, 4 miles to the north and 1 mile to the east. The definition of the target area overlaid on the combined Index of Multiple Deprivation is shown in the figures overleaf.

- Gipton and Harehills,
- Burmantofts and Richmond Hill,
- Cross Gates and Whinmoor,
- Killingbeck and Seacroft
- Garforth and Swillington,
- Temple Newsam

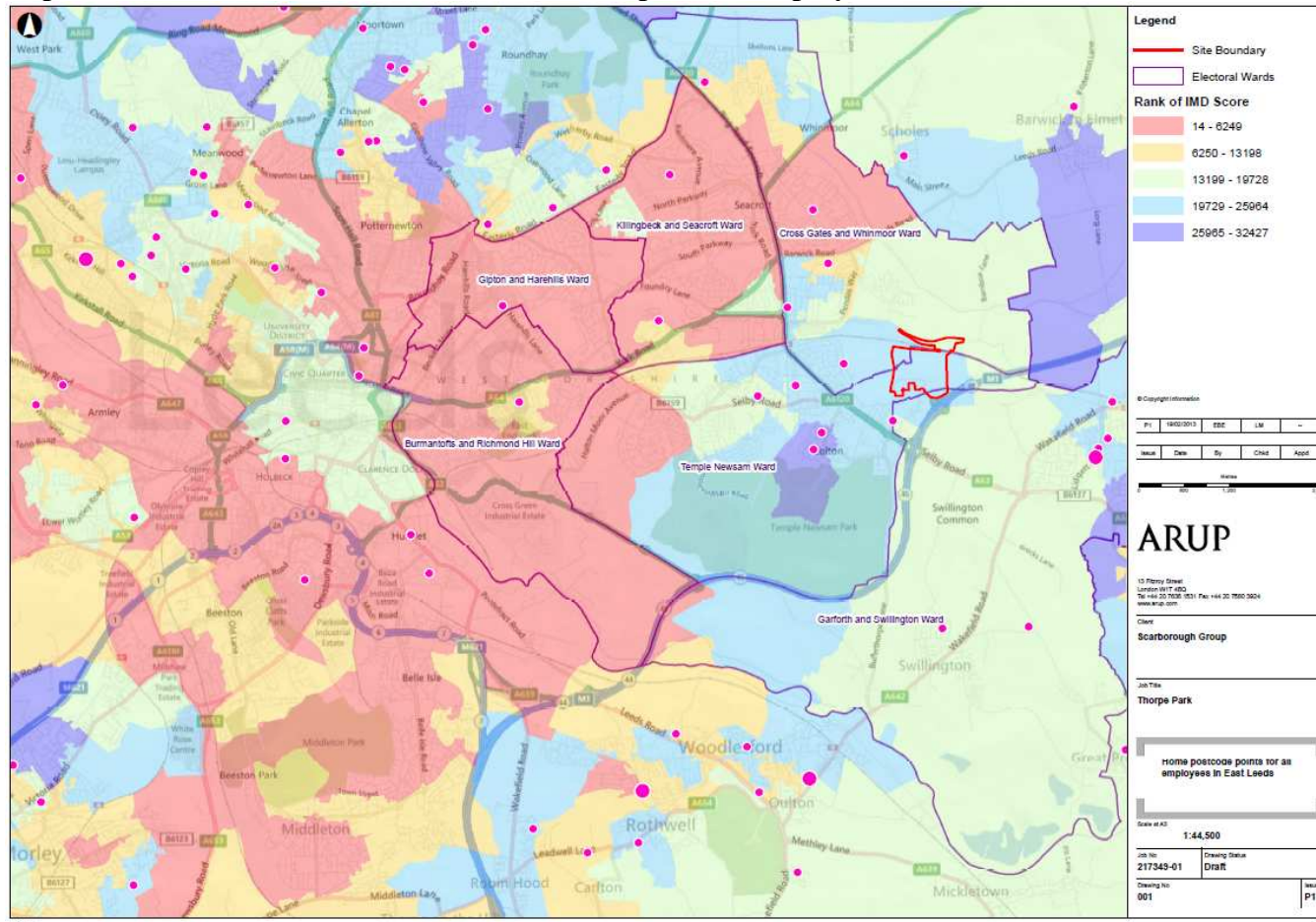
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Map 1: The primary 'Target Area' of the Employment and Training Strategy, overlaid with the site boundary, Index of Multiple Deprivation and home address of current Thorpe Park employees



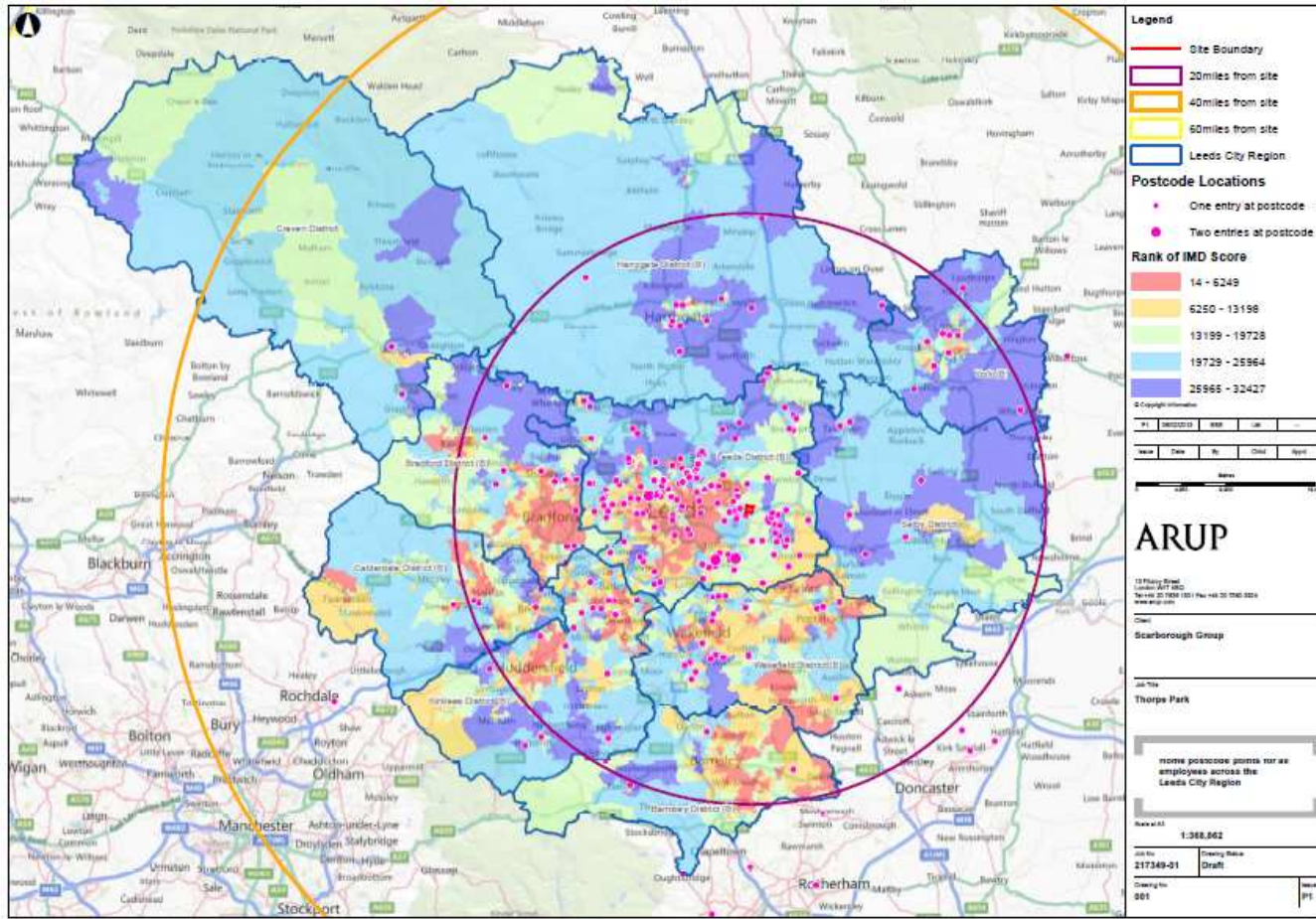
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Map 2: Home address of surveyed Thorpe Park employees within Leeds City region (compared with a 20-, 40- and 60- mile radius of the site)



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2 Approach

We are making a genuine commitment to embed ourselves as a vital part of the community of East Leeds, and to work as hard as possible to ensure that Thorpe Park delivers maximum benefit for the people of East Leeds and the wider City. We will particularly target young people, those who face barriers to accessing work, and the long term unemployed in the local area and across Leeds.

We have already begun a series of meetings with Employment Leeds and Construction & Housing Yorkshire (C&HY – formerly Construction Yorkshire / Construction Leeds) and are in the process of developing a phased employment, business and education programme which will identify quantified targets for local employment, apprenticeships, work experience, local business opportunities, and educational engagement. This document seeks to record that process but it should be taken as ‘work in progress’ and, given the significance of this issue, it will continue to evolve right up to a future decision on the planning application itself.

The multidisciplinary, mixed, long range nature of the scheme means that a variety of trades and sectors will be working at different scales, times and levels. Whilst it is difficult to accurately predict long term build out rates, work is expected on site at varying intensities over a period of around 20-25 years. This provides an excellent opportunity for nurturing and embedding talent and skills in the local workforce.

The first stage of construction will be the commencement of the Manston Lane Link Road works together with the road bridge over the railway to the north of the site, (the bridge element being targeted for completion in 2015). As the bridge works will require relatively specialist and highly skilled civil engineering contractors, opportunities for new work entrants and apprenticeships there may be limited. However, we will be seeking to engage with local schools, colleges and universities to use it as the basis for project work and visits and an early opportunity to get local children and young people involved with and interested in the wider project. As an example, we could engage with educational institutions to host a ‘bridge design’ competition to introduce children and young adults to the possibilities of careers in civil engineering and construction. We will provide participants in school, college and university visits, workshops and projects with age appropriate information and signposting to routes into employment at Thorpe Park and more broadly in the sectors associated with Thorpe Park, whether in construction or operation.

Directly after completion of the bridge will follow two major packages of work which have real potential for engaging local young and low skilled people: the development of Green Park and construction of the MLLR itself, which will eventually form part of the East Leeds Orbital route (ELOR). In partnership with Employment Leeds and Construction & Housing Yorkshire, we are discussing a guaranteed employment scheme for both of these early deliverables for a number of young people not in employment, education or training (‘NEETs’) who complete the necessary basic training.

Both will be labour intensive projects which require relatively little training. In the case of road construction, we are informed that a six week initial training course will be sufficient to equip young and previously unskilled people to potentially start work on site. Employment Leeds and C&HY will administer the process of sourcing and training the right number of people for both schemes to ensure that they are ‘job ready’ when construction starts. *[It is intended that a future*

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draft of this document will include a number for overall employment, local employment, apprenticeships, market entrants for these two elements]. Alongside our own commitments, Leeds City Council have an equally important opportunity to also commit to a guaranteed jobs scheme for Green Park (which will be a Council led project, funded through developer contributions). As we complete this draft, we are considering and actively exploring the opportunity for a contractual obligation on the lead contractor to participate in a similar guaranteed job scheme for the MLLR project.

This early intensive phase of work will be a good chance to ‘upskill’ local people gradually to exploit benefits on the horizon in future years. Coinciding with the MLLR and Green Park work is also likely to have commenced on development of the retail elements of the proposed Thorpe Park scheme as well as build out of the early phases of the additional office elements. This is likely to take place within the first 5-10 years of the ‘up to 25 years’ period which we referred to earlier.

In addition to the above activities, there are other proposals currently before Leeds City Council to deliver major housing growth in East Leeds and the remainder of the East Leeds Orbital route directly to the north of the site. The fact that this is another long running programme of investment incorporating multiple sectors and occupations during both construction and operation means that there is a unique opportunity to plan and phase a programme of generalised upskilling in the local workforce, providing a trained base of local labour and offering local communities an element of consistency in developing career paths by transferring between scheme elements. It also means a wider variety of occupational opportunities are offered than in most projects which makes the opportunities available to a broader spectrum of the community than is currently the case on Thorpe Park.

Employment Leeds and C&HY will play a crucial role in coordinating the training plans and phasing and helping to ensure that when new trainees come off one element of the scheme they are signposted into the next. This is a ‘win-win’ opportunity which offers benefits to the City, in terms of realistic and consistent opportunities at all levels, to the contractor in terms of an easily available and suitable workforce, and of course to the local population in terms of offering local, quality training and work opportunities across a range of sectors and skill levels.

We are currently working with both of these agencies to agree challenging but realistic targets for apprenticeships. We are aware of, and where we can, we are seeking to exceed, the existing ‘rule of thumb’ calculations which suggest that 20% of the construction workforce on a given project will be new workforce entrants including 5% on formal apprenticeship schemes. Apprenticeship opportunities will be across the spectrum of occupations: not only trades but also business administration, project management etc.

In response to our requests for external dialogue, Employment Leeds have committed to engaging with the Leeds Retail Academy and other relevant stakeholders at the appropriate time in helping to tailor the apprenticeship offer in the retail sector. We will be looking to tap into their experience with the SkillsSmart programme and we will be creating a close relationship with a major supermarket retailer and it is our experience (and that of Employment Leeds) that they will be prepared to offer a job guarantee scheme which meets or exceeds best practice nationally, including in terms of apprenticeships and in-work qualifications, and reach or exceed our stated target of 70% local employment. Our current draft targets for local employment and apprenticeships for types of likely park occupant are given in Table 1.

We have been particularly impressed with the creative and collaborative approaches that C&HY and Employment Leeds have brought to projects such as SHINE and are currently discussing how we could collectively develop multiple similar opportunities across the construction and operation

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of Thorpe Park, with the development of Green Park likely to be the first such example. We also hope to work with LCC so that Green Park can be an exemplar project in a similar vein, providing a significant amount of work experience and contributions in kind with realistic opportunities for full time apprenticeships and employment arising as a result. We will also think creatively about how we can best engage local schools and other social enterprises such as Groundwork.

3 Actions

3.1 Construction employment

3.1.1 Design and technical work

Prior to the start of construction on site there will be a range of services procured by Scarborough Group in relation to the site build out, including project management, planning, environmental consultancy, legal services, archaeology, ecology, architecture including landscape architecture, quantity surveying, multi-disciplinary engineering, transport planning and associated services. Typically these contracts will form a relatively minor element of professional service firms' overall turnover and Scarborough Group Ltd therefore expects to have relatively limited influence over the employment decisions that they take. However, we will commit to the following measures:

- at tender stage, technical consultants will be required to show evidence of their track record in securing local benefits for local residents in development projects; and
- credible evidence of a commitment to local employment, apprenticeships and other education and training initiatives will result in additional credit in the bid scoring process.
- All appointed technical consultants will be invited and encouraged to sign up to the principles of this agreement, to prioritise local employment and to develop apprenticeship schemes as far as possible and appropriate.

This approach has already borne fruit as one of the consultants currently employed to assist in planning and design already employs one apprentice, in part to work on the Thorpe Park contract. We would expect that 2 to 5 additional apprenticeships will be provided through this mechanism.

3.2 Construction

We expect to procure a number of lead contractors to deliver the build out of the site who in turn are expected to sub-contract significant elements of the work. These will be significant contracts even for large construction companies (with £200 million construction spend planned over the life of the project supporting an estimated 3,315 construction job years) and as such we will have a reasonable amount of influence over issues such as local employment initiatives. There will of course be multiple technical, legal and commercial criteria for selection of a contractor and this will only be one element of the decision making process.

It is proposed that the following measures are put in place by Scarborough Group to maximise local benefits of the build-out of the second and third phases of Thorpe Park aimed at securing business, educational, employment and training opportunities for local communities:

- At first tender stage, potential contractors will be required to show evidence of their track record in securing local benefits for local residents in development projects.
- A series of draft benchmark figures to be set for access, employment and training issues (see the end of this document for quantified commitments) against which the development will be expected to monitor progress and, ultimately, deliver. This will include participation in 'Meet the Buyer' events as set out in the box overleaf.

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- Shortlisted construction firms will be asked to bid against these benchmark figures demonstrating how they will reach or exceed them. Credible bids to exceed the benchmarks will be scored more highly in the assessment process for preferred contractor. Failure to commit to the benchmark figures will be correspondingly marked down. It is expected that this approach will provide a 'sense check' against the realism of the commitments and provide opportunity for Scarborough Group with Employment Leeds to review and finalise them before construction commences.

We have agreed with C&HY that they will assist in the procurement process to ensure we maximise opportunities for local employment benefits here, including sitting on interview panels to help assess the quality and credibility of contractor commitments to local employment, skills, apprenticeship and training.

An alternative measure of local employment is to take a similar approach to the commitment to percentage of local spend made by Wilmott Dixon under the SCAPE framework used for public sector construction contracts. By their definition, Thorpe Park is already out-performing targets with 87% of employees coming from within a 20 mile radius.

Scarborough Group will work with the appointed lead contractors and Employment Leeds to identify and channel opportunities to people in target geographic areas or socio-economic groups. It is expected that the targets will be finalised at a level that is challenging. Current proposed targets are set out towards the end of this document. The contractor will be required to monitor progress and feed back to Employment Leeds directly.

Sectors where employment and apprenticeship opportunities are likely to be available include:

- Construction management
- General construction
- Scaffolding
- Joinery
- Landscaping
- Plastering
- Painting & decorating
- Administration

We will commit to the following additional actions related to the build-out of Thorpe Park:

- Liaison with schools and colleges to identify aspects of the project where there is a link to relevant curriculum (across the full range of relevant subjects for the occupations outlined above), organisation of suitable and relevant site visits during and after construction and hold workshops on site about relevant issues.
- Asking construction firms and consultants to engage in the development of some lesson plans for all school age groups to engage local schools and school children and raise awareness of the breadth of career opportunities available over the longer term in an age appropriate way.
- Making the park available to college and university students as a research project where possible and appropriate.
- Asking contractors to make work experience available to 16-18+ year olds, typically of two weeks' duration, working with Employment Leeds to identify partners and facilitate the programme.
- Asking contractors to record existing apprenticeships and work with Employment Leeds and Construction Forward to identify positive opportunities to increase apprenticeships on site

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during construction as well as opportunities for higher level skills development including a management trainee scheme or industrial placements for university students.

- Ensuring that sub-contractors are required by the lead contractor to provide information about local and youth employment when they tender for work to show how they will be able to contribute to achieving the agreed targets, and for the contractor to consider the information provided as part of their procurement process.
- Working with Employment Leeds and Construction Forward to identify positive opportunities to increase apprenticeships on site during construction as well as opportunities for higher level skills development including a management trainee scheme or industrial placements for university students.
- Providing dedicated web space, advertising locally, and promotion of opportunities at business and educational events (college open evenings, job fairs etc)
- Working with Employment Leeds to identify other relevant opportunities such as job shop, notice boards.

‘Meet the Buyer’ events

After appointment of a lead contractor for the construction of the build out phase of Thorpe Park, Scarborough Group will arrange and facilitate ‘Meet the Buyer’ events targeted at local SMEs and self-employed tradesmen with an interest in sub-contracting elements of the construction work.

‘Meet the Buyer’ events provide a mutually beneficial opportunity to match potential small business suppliers to major buyer companies; allowing ‘buyers’ to assess a wide range of relevant suppliers and permit local and under-the-radar suppliers to promote their expertise.

These events are premised on local job-creation, although there are a number of spill-over effects; allowing a promotion of local networking and greater industry knowledge to allow local firms to determine how to best position themselves to win future work and secure supply chain opportunities.

Sessions will be aimed at overcoming barriers to entry in the market and helping smaller local firms navigate often complex procurement processes. They will provide presentations and take home information on a range of topics as well as the opportunity for one-to-one discussions and questions, and follow up support. Issues covered will include:

- the scale and value of contracts to be issued;
- the range of trades and services required;
- an indication of the procurement timescales;
- tips on navigating the procurement process and preparing a valid and competitive tender;
- links to wider business support where appropriate;
- information on apprenticeship schemes available to employers.

We will work with Employment Leeds and Construction & Housing Yorkshire in developing these events and ensuring that the appropriate employment and training organisations are available to attend on the day, to make information available to participants or to be available as a follow up point of contact.

We will run at least two such sessions in the 6 months leading up to the initial procurement deadline

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and then annually thereafter for the duration of the construction procurement period.

3.3 Operating employment

3.3.1 Management and maintenance

Scarborough Group already appoint a management company with responsibility for the management and maintenance of the site and a wider appointment will cover the ongoing development. The contracting firm provide ongoing on-site employment opportunities in:

- Landscaping and grounds maintenance
- Security
- Estates management

This contract is a relatively large element of the contracting firms' turnover and Scarborough Group Ltd therefore expects to have reasonable influence over employment decisions. We will:

- require the appointed firm to commit to delivering the targets for local employment, apprenticeships and education and training initiatives set out in this document;
- use credible evidence of previous successful delivery of local employment and apprenticeship opportunities as a decision making factor in the procurement process; and
- require the appointed firm to monitor and feedback directly to Employment Leeds on progress.

Green Park

As part of the build-out of the site, Scarborough Group will be funding Green Park. Green Park is a planned significant investment in the retained 'open' land, which lies between Thorpe Park and the existing residential/urban 'edge' of Leeds to the west. The 113 acre Park will be Leeds' first major new public park in over 100 years and will include sports pitches and formal landscape sitting alongside more informal spaces.

Capital funding for the project will be provided by Scarborough Group through negotiated s106 contributions. On completion, ownership of the park and responsibility for its upkeep will pass to Leeds City Council. It is expected that the management of Green Park will provide important apprenticeship and employment opportunities for local people in parks management, gardening, landscaping and horticulture and Scarborough Group Ltd will be looking to Leeds City Council to provide assurances of their intention to maximise local employment and training opportunities afforded by the park redevelopment in the longer term, building on the positive experiences of schemes such as SHINE in Harehills.

3.3.2 Occupiers

Once completed and occupied, the extension of Thorpe Park will see more jobs and a wider range of opportunities for local people ranging from those with entry level skills to university degrees.

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It is estimated that the park will provide 10,442 gross additional jobs on site⁵ which are expected to be a mixture of full- and part-time job opportunities and apprenticeships.

The majority of these opportunities will arise in companies not under the direct control of Scarborough Group. These will depend ultimately on tenant mix achieved but may be expected to include a wide range of sectors such as:

- Hospitality (hotel, restaurants)
- Catering
- Retail
- Leisure (inc. gym)
- Childcare
- Engineering
- Pharmaceuticals
- High tech
- Accountancy / financial control / business administration
- Marketing and communications
- Human resources
- Management
- Cleaning

Specific activities to promote local employment & training opportunities on Thorpe Park are likely to include:

- Inviting current and new tenants to sign up to a voluntary charter indicating their overarching commitment to contributing to achieving the shared targets set out in Section 4.1 of this document and to the general principle of maximising local employment, education, training and skills impacts. Details of what this charter might include are given in Appendix 2.
- A launch event for this employment & skills strategy to which current and prospective occupiers will be invited alongside key employment & training organisations, local school and FE college representatives, and third sector partners. The session will be focused on the ways in which incoming businesses can improve the efficiency and quality of their recruitment processes and benefit from well trained and locally available staff to run their businesses.
- Encourage and facilitate bilateral meetings between occupiers and key employment & training organisations, brokered as appropriate by Employment Leeds.
- Identifying and publicising pathways to employment available to students, work experience placements and apprenticeships in the long term. Dedicated web space, advertising locally, and promotion of opportunities at business and educational events (college open evenings, job fairs etc)

Working with Employment Leeds to identify other relevant opportunities such as job shop, notice boards.

⁵ This is a higher figure than the net Leeds City Region construction employment figure provided in the Economic Statement accompanying the planning application, which has been adjusted for deadweight, substitution, leakage, displacement and multiplier effects.

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4 Delivery

A named contact at Scarborough Group will oversee the implementation of the strategy from the scheme promoter's side. That individual will be responsible for liaising with Employment Leeds and with contractors, technical consultants and occupiers on Thorpe Park on the subject of local employment, apprenticeships, and education & training initiatives.

We will require both the appointed lead contractor and maintenance company to identify a named point of contact for coordination, delivery and monitoring of local employment, apprenticeship, education and training opportunities to liaise directly with Employment Leeds. We will encourage technical consultants and occupiers to do likewise.

4.1 Targets

We propose an ambitious series of targets related to local employment, apprenticeships and education & training opportunities associated with the construction and operation of Thorpe Park and Green Park. These include:

- Local employment targets as set out in the table below.
- Provide 5 school/college visits, 4 workshops, 5 work experience placements and [TBC] apprenticeships annually during construction and operation of the business park expansion.
- Assist 'graduates' of work experience and apprenticeships into employment on the park or elsewhere as work packages come to an end, in partnership with Employment Leeds and Construction & Housing Yorkshire (formerly Construction Yorkshire / Construction Leeds).
- Employment targets as set out in Table 1 below. These are in draft, and we are currently working with Employment Leeds and C&HY to break these down by phase of construction and operation. It is likely that jobs in the operation phase are likely to follow the major construction phases and will therefore take a number of years to ramp up to peak employment.

The table overleaf is the subject of active discussion with the project team and Employment Leeds and we are developing challenging but realistic targets for new entrant percentages and apprenticeships. At this stage we would expect the likely outputs for both to be significant, and for the construction, retail and food & drink elements of employment to account for the greatest number of each although there will be targets for new entrants and apprenticeships in all employment categories. Target numbers will be included in the next iteration of this document.

Table 1: Local employment and apprenticeship targets

	Estimated gross on-site job creation ⁶	Local employment target, % (n)	New entrants target, % (n)	Apprenticeship target, % (n)
Construction (job years)	3315	34% (1127)	<i>tbc</i>	<i>tbc</i>
Operation (FTE)				
Maintenance	20	50% (10)	<i>tbc</i>	<i>tbc</i>
Business/Office	9,245	20% (1,849)	<i>tbc</i>	<i>tbc</i>
Hotel	315	50% (158)	<i>tbc</i>	<i>tbc</i>
Fitness Gym	32	50% (16)	<i>tbc</i>	<i>tbc</i>
Retail (food store)	603	70% (422)	<i>tbc</i>	<i>tbc</i>
Other retail	95	50% (48)	<i>tbc</i>	<i>tbc</i>
Food & drink	152	50% (76)	<i>tbc</i>	<i>tbc</i>
Total operation	10,442	25% (2,578)	<i>tbc</i>	<i>tbc</i>
Gross job creation	10,773	25% (2,691)	<i>tbc</i>	<i>tbc</i>

More specific commitments are currently under development and will be included in Appendix 1 in the standard 'project employment outcomes' target sheet used by Employment Leeds in developing and monitoring targets.

4.2 Engaging and involving contractors, tenants and operators

The appointed lead construction contractor(s) will be expected to identify an individual with responsibility for delivery who will work with Scarborough Group and nominated individual contacts at Employment Leeds and C&HY to interface with the relevant third sector organisations, schools, colleges, jobcentre plus, and local businesses across pre-construction, construction and post-construction.

The disconnect between park management and employers will be addressed by asking each occupier to nominate a point of contact to interface with Employment Leeds to roll out the park-wide strategy and to ensure that all staff vacancies are advertised through the appropriate local channels as determined in partnership with Employment Leeds and (for businesses above a certain size or occupancy level) that they have apprenticeship schemes in place.

All tenants will also be asked to sign up to the principles and targets embodied in this Training, Education and Skills strategy on a voluntary basis. Details of the 'tenants' charter' which might be developed are included at Appendix 2.

4.3 Monitoring

We will work with Employment Leeds to track outcomes allowing early identification of any weak areas in delivery and improve performance where necessary. We will commit to formal annual

⁶ Note the figure used is gross job creation rather than the net job creation set out in the economic statement. This reflects the number of FTE jobs expected to be created on site. Not all of these will be additional to the city region.

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reviews with the Employment Leeds to review, discuss and, where necessary develop plans to improve performance against target.

We or our suppliers will make the following monitoring commitments:

- We will retain records of all direct employees who lived within the target area at the time of being offered a job
- We will require the appointed lead construction contractor and the maintenance contractor to keep and provide records of local employment and required that they encourage any sub-contractors to do likewise
- We will encourage technical consultants and occupiers to do likewise

We already carry out a periodic travel to work survey covering a sample of all park employees. This currently provides home address information and we will make the results of this survey available for local employment monitoring. This will provide partial coverage of all site employees even in the absence of cooperation from occupiers and subcontractors.

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Appendix 1: Summary of outcome targets

Employment Leeds standard table summarising commitments currently under development in partnership with Employment Leeds and Construction & Housing Yorkshire - to follow

Appendix 2: Draft occupier agreement

Tenants of Thorpe Park – both existing and new – will be invited and encouraged to sign up to a voluntary agreement to demonstrate their commitment to maximising local employment. It is expected that this will indicate an overarching commitment reaching the targets set out above for proportion of employees from local area (relevant to employer sector) and specifically:

- To monitor data relating to local employment for their organisation
- To nominate a named contact to coordinate and feedback progress directly to Employment Leeds
- To advertise job vacancies locally, on the Thorpe Park employment website and through local job centre(s) as appropriate (in discussion with employment Leeds)
- To provide guaranteed interview for qualified applicants from the target area
- To develop or expand apprenticeship schemes using the framework developed by Thorpe Park for occupiers
- To develop a programme of educational visits and work experience schemes as appropriate using the framework developed by Thorpe Park for occupiers and working through Employment Leeds to identify appropriate partner organisations or facilitators.

It is recognised that Scarborough Group's role with occupiers will be to encourage and facilitate participation but that, ultimately, our control over the business activities of our tenants is minimal.