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**OXFORD
CITY
COUNCIL**

Employment & Skills

Technical Advice Note (TAN) 2

May 2021

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Contents

1. Introduction	3
2. Policy context	4
3. Local Labour Market	4
4. Economic, Social and Community Benefits of an Employment and Skills Plan	5
Business Benefits	5
Post-COVID Response	5
Response to Climate Emergency	6
Community facilities and social infrastructure	6
Positive Health Outcomes	6
5. What is contained within an employment and skills plan?	7
Youth and Apprenticeships	8
Engaging with Education	8
Local Labour including procurement and supply chains	8
Disadvantaged communities	9
Partnership support	9
6. How to prepare an employment and skills plan	10
7. Successful implementation of the Plan	12
8. Monitoring and completion of an ESP	14
9. List of Appendices	15
Appendix 1: Policy context	16
National Planning Policy Framework (NPPF)	16
Local Industrial Strategy	16
Oxfordshire Strategic Economic Plan (SEP)	16
Oxford Local Plan 2036	16
Appendix 2: Research and Best Practice	18
Appendix 3: Sample template for construction phase Community Employment Plan	20
Appendix 4: Sample of template for 'end user' phase of Community Employment Plan	24
Appendix 5: Key contacts	27

1. Introduction

Oxford seeks to promote an ‘inclusive economy’ that helps local people into employment, which can significantly benefit their health, well-being and reduce inequalities. Major new development proposals provide an opportunity to support jobs, skills and training, which can bring real benefits for both businesses and the community.

The City Council is therefore keen to make sure that every opportunity to secure community employment training, skills and procurement benefits from new development is explored and pursued wherever possible. This can be demonstrated in an Employment and Skills Plan (ESP) which has been referred to by other organisations as a Community and Skills Plan (CSP) but both essentially fulfil the same broad aims and objectives.

An ESP provides a supporting statement to show how the skills, training and job opportunities that can come forward from a proposed development can positively benefit the local working population. These potential opportunities would include those that will take place from the construction of a site through to those that can come from, in the case of commercial development, the end user. Applicants seeking planning permission are therefore *‘encouraged to submit an ESP alongside all major development proposals’*.

The purpose of an ESP is to ensure that the benefits of economic growth within the city are shared in line with one of the key aspects of the Local Plan’s overarching vision, *‘to be a prosperous city with opportunities for all’* and to *‘have used training skills and apprenticeships to address the divide between the prosperous and the deprived parts of the city’*. This provides important benefits both for local people seeking job opportunities and in the case of commercial developments for businesses to access the local job market.

The Draft Council Strategy 2020-2024, aims to *‘enable an inclusive economy’*. Oxford needs a more inclusive economy in which wealth is distributed amongst our communities and where all citizens can share the benefits of growth. This takes forward the key pillars emerging from the Oxford Growth Strategy 2020. Firstly to develop an ‘inclusive economy’ and secondly the requirement for development and growth of the economy to be achieved through ‘environmental sustainability.’ ESPs will address these aims by tackling income disparities and boosting the workforce skills that residents and businesses need.

The City Council is taking the lead on promoting an *‘inclusive economy’* for Oxford. This uses the ‘Oxford model’ through the companies it owns together with the working practises of the City Council to ensure that policies are actively pursued to support the ‘living wage’, local procurement of goods and services, and encouraging more apprenticeships and training opportunities, which embody many of the outcomes from an employment and skills plan. The City Council cannot achieve a more inclusive economy without companies, developers and landowners also pro-actively stewarding to their corporate and social responsibility taking similar measures. By carrying out an employment and skills plan to accompany a development project in an excellent way to contribute towards an ‘inclusive economy agenda’.

2. Policy context

The national planning policy framework (NPPF) requires planning policies to ‘*set out a clear economic vision and strategy*’, which promotes ‘*sustainable economic growth*’ (Para. 81). It encourages local authorities to ‘*work with applicants to secure developments that improve the economic, social and environmental conditions of the area*’ (Para.83). Planning policies should therefore seek to create ‘conditions in which businesses can invest, expand and adapt’ to ‘support economic growth and productivity’.

The ‘[Technical Negotiating Draft: The Oxfordshire Local Industrial Strategy](#)’ states that increasing and improving apprenticeships is critical for providing pathways for young people to access new opportunities. Creating new apprenticeship opportunities is critical for both future employment and aligning skills with business need. It recognises that there are wide income disparities and areas of deprivation, and the apparent lack of inclusive growth, which could be significantly improved by an ESP.

The City Council are keen to make sure that every opportunity to secure community employment training and local procurement benefits from new development is explored and pursued where possible. The policy approach in the adopted Local Plan 2036 aims to ‘secure opportunities for local employment, training and businesses’ and therefore encourages applicants to submit an ESP alongside all major development proposals.

3. Local Labour Market

The Office of National Statistics and in particular the [Local Labour market summary](#) provides a wealth of information on Oxford’s economy. Oxfordshire Local Enterprise Partnership provides even more detailed Labour Market Information¹. It includes for example figures on the numbers of economically active people within the city and skills levels of the population, as well as details of job market and occupation demand. This shows that the local labour force in Oxford is highly qualified reflecting the importance within the city of ‘knowledge-intensive businesses’. But conversely these broad figures do mask the challenges faced within the city particularly in the key areas of deprivation which include significant numbers of people with little or no qualifications or working but on low earnings.

Centre for Cities ranked Oxford the second least equal city based on income inequalities across the populace. This indicates a need for a boost in skills and to raise lower quartile incomes, as identified in the Economy Background Paper (BGP.6 Oxford Local Plan 2036 Examination Library). Oxford has one LSOA within the 10 per cent most deprived areas nationally (Northfield Brook, Oxford O18B) and there are 9 areas in total among the 20 per cent most deprived nationally in Oxford, which are located in The Leys, Barton, Littlemore, Rose Hill and Carfax. Looking at the two sub domains of Educational Skills and Training

¹ See OxLEP Skills and Labour Market Information [webpages](#) for more information

deprivation, there are 11 areas in the most deprived decile nationally for Children and Young People educational attainment. For the Employment domain there are 5 LSOAs in the 20 per cent most deprived nationally - Blackbird Leys 17B, Northfield Brook 18B, Northfield Brook 18C, Littlemore 16B and Rose Hill and Iffley 16E.

For those living in key areas of the city that suffer from deprivation an ESP could be greatly beneficial engaging communities to highlight and provide opportunities for people of all ages to gain necessary skills, apprenticeships and work to address areas of skills shortage boosting business performance and economic growth as a result. If skills, training and employment levels are not significantly improved in Oxford's deprived areas, this will consequently inhibit local economic growth. The preparation and implementation of a Skills Plan could significantly benefit businesses, the economy and provide opportunities for local people to improve their skills and training in accordance with national advice in paragraph 38 and the aims and objectives of the Oxfordshire Local Industrial Strategy.

4. Economic, Social and Community Benefits of an Employment and Skills Plan

Business Benefits

The preparation and submission of an ESP for 'major' developments can also be useful for developers as a means of demonstrating their compliance with a number of key local plan policies and objectives. It can also boost the reputation of developers locally and nationally, and in turn attract more business. It can provide wider business benefits, by developing a talented, loyal and effective workforce, whilst reducing the cost of recruitment.

Post-COVID Response

The Oxford economy makes a significant contribution to the national economy. The COVID-Pandemic has however had a major impact on the whole country with Oxford, this time, being no exception. An agreement to prepare and implement an ESP can make a real difference to the employment opportunities of local people and help the city to build a more resilient; sustainable and inclusive economy.

The City Council, through the work of the Economic Development Team and its partners can provide support and assistance to developers, businesses to develop and deliver ESPs

Businesses are also encouraged to take advantage of the Government's Kickstart scheme, which provides funding to employers to create job placements for 16-24 year olds on Universal Credit who are at risk of long-term unemployment. As a Kickstart intermediary, Oxford City Council can support the funding of work placements through this scheme. The Team are working alongside Aspire to deliver a Community Employment Pilot project to scale up the skills and business support offer. The Council and partners are aiming to develop an Inclusive Economy Charter for Oxfordshire, which will set out minimum standards of economic and social prosperity for residents based on key themes such as housing, income and employment. Businesses will be able to sign up to this charter.

Response to Climate Emergency

The city council has formally declared a climate emergency and mitigating the impacts of climate change is a priority policy objective at all levels, with the ultimate aim to make Oxford a net zero carbon authority by 2030. The local plan contains policies that seek to promote this objective, including a requirement for development schemes to demonstrate how they incorporate sustainable design and construction principles at all stages (**policy RE1**), and a number of policies that promote sustainable travel into and within the city (**policies M1, M4 and M5**).

An ESP can be developed in such a way that ensures that development schemes can achieve further compliance with these policies as well as have a broader impact by contributing to the social reorientation that is needed for the ambitious climate goals to be achieved within the stated time frame. They can address the issue directly by focussing on the development of skills and knowledge with an emphasis on refurbishment and retrofitting, and the use of sustainable construction methods, as well as other skills that would be relevant to a future green economy. They can also be set up in such a way as to encourage sustainable behaviours in the community and the value placed on an 'inclusive economy'. For example the provision of locally based jobs and training opportunities, or emphasising local procurement and supply chains in order to reduce travel distances.

Community facilities and social infrastructure

An ESP can build and boost community networks and capacity of individuals living in disadvantaged communities, either directly to individual participants through training and skills development programmes or indirectly by supporting community facilities that can deliver these programmes. As part of its strategies a plan can establish links between a development and existing schools/colleges or other established community infrastructure. This will utilise an already existing conduit through which it is possible to 'upskill' young people and provide potential vocational employment options to school pupils.

This is particularly important in the deprived areas of the city, as the link will provide the opportunity for school leavers to become more employable through, for example, lessons and workshops teaching necessary vocational skills to school pupils, and/or providing local job opportunities/apprenticeships to school leavers. This would lead to the intensification of use of existing facilities which can in turn lead to their expansion to serve even more residents, or secure their futures for longer term. Achieving this would be supportive of the objectives of local plan **policy V7**, which seeks to improve access to social and community infrastructure and to retain and protect existing facilities.

Positive Health Outcomes

There are a number of ways that an ESP can bring about positive outcomes with respect to the health and wellbeing of communities affected by a development. By proactively seeking

to positively benefit people in disadvantaged communities, CEPs can contribute and supplement local services and build the capacity of existing networks that sustain health, social and cultural wellbeing. This directly links to the encouragement of healthy lifestyles and behaviours leading to good health outcomes. Providing and improving access to educational, health and community facilities greatly improves the quality of life for residents, builds strong communities and also helps to address inequalities. A more equitable wage structure would address the income inequality apparent in the city, in line with one of the key objectives of the plan to *'reduce inequalities across Oxford, particularly in employment, health and education'*. This can be part of the evidence that shows that the developer is meeting the objectives for the promotion of positive health outcomes as required by **policy RE5**.

5. What is contained within an employment and skills plan?

New development offers a significant opportunity to secure real benefits for the local community beyond those directly related to the use provided. They may be a useful means for applicants to set out the benefits of their proposals in terms of achieving a more inclusive economy, and for demonstrating compliance with a range of policies of the Local Plan, as set out in the section below.

The construction phase of a development offers the chance for local people to be employed in the building industry; Employment and Skills Plans (ESPs) or Community Employment Plans (CEPs) which may be linked to a planning condition can make provision for example for apprenticeships and training or links to local schools and colleges. Similar mechanisms can be used to secure commitment from the developer to procuring material and labour locally, keeping the income in the local community which then gets recycled in local shops and services.

This approach can also be extended into the operational phase of development with agreements to secure a proportion of the longer-term workforce or supply chain locally for example. Another option is to commit to paying employees the Oxford Living Wage and only using contractors who pay this higher level than the National Living Wage.

Much of this should be employer-led and the approach taken will vary according to the size of the scheme, the type of development, and the long-term ownership/ management regime. Fundamentally, Employment and Skills Plans and Community Employment Plans have an important role in securing local opportunities that arise from new development, to help create an 'inclusive economy' and to offer greater employment opportunities to local people. ESP's are encouraged to be prepared and delivered on all major developments.

As mentioned in detail in Appendix 2 in the review of best practice, an ESP would be expected to have actions that relate to the following broad headings:

- Youth and apprenticeships;

- Local labour, supply chain and procurement;
- Engaging with education;
- Disadvantage and communities; and
- Partnership support.

These broad headings should include the following content;

Youth and Apprenticeships

Youth and apprenticeships² be supported by embedding use of local apprentices in supply chain procurement and by ensuring that the construction phase supports a certain percentage of apprenticeships during construction. It is vital that training and work experience is provided for young people. A strategy will need to deliver employment training and work experience/placements places for young people, matched to their areas of interest and aspirations, where they engage in purposeful work related learning activities rather than observation. These opportunities should be embedded in the supply chain to have most success at implementation. The City Council, through the Economic Development Team, are actively supporting the Government's Kickstart scheme. This provides funding to employers to create job placements for 16-24 year olds on Universal Credit who are at risk of long-term unemployment.

Engaging with Education

Engaging with education can provide an opportunity to highlight the benefits of working in the construction industry, the range of skills that can be learnt and careers that are available. The Oxfordshire Local Enterprise Partnership and in particular the Skills Hub³ can provide useful advice on how to actively engage with schools and colleges. More awareness can be created by supporting Oxfordshire careers events and National Apprenticeship Week (NAW) annually during the course of the development. Work should be undertaken with schools county-wide to promote and introduce pupils and those that advise pupils of the range of skills and careers available in the construction industry. Site tours can be provided to schools, colleges, universities and those organisations up skilling individuals which provide an opportunity for young people to see up close the different types of careers that are available within this sector. Further opportunities could be created by supporting University graduate research projects and a series of creative interventions should be developed that offer advice to parents on the range of skills and careers available in the construction industry.

Local Labour including procurement and supply chains

There are several things that developers can do in order to order to provide employment opportunities for local people. An ESP might well include the use of local apprenticeships and traineeships, directly built into procurement contracts. Ahead of construction, there should be an emphasis on maximising local procurement, which could be done through ensuring

² See OxLEP apprenticeships [webpages](#) for more information

³ See OxLEP Education and Business [webpages](#) for more information

main and sub-contractors sourced locally where practical. It may be possible to hold “meet the buyer” events aimed at supporting local supply chain opportunities. Employment for young people should be supported and this could be strengthened by having a certain percentage of the workforce living in an Oxfordshire postcode.

Disadvantaged communities

An ESP should demonstrate benefits that can accrue to the community in ways that can make a tangible difference to the lives of people living in disadvantaged communities. The opportunities of making use of existing established networks and community organisations should be explored. Besides schools/college and community facilities provided by statutory bodies, there can be opportunities to support or otherwise work together with local charitable organisations. For current purposes, local charities are considered to be those that have registered offices in Oxfordshire and whose beneficiaries are primarily Oxford or Oxfordshire residents.

ESPs can also promote local volunteering opportunities to the development, either as part of their own corporate social responsibility frameworks or provide support by coordinating CSR efforts of other organisations to bring about local benefit. Information and contact details for a selection of Oxford based charities and voluntary organisations can be found on the Oxford City Visitor Information website⁴ or by reviewing OCC Local Oxford Charities webpages⁵.

Partnership support

Partnership working is important. Developers should do as much as they can to work effectively with all their partners in the process, including with communities and local authorities. Amongst the most important requirements at the early stage of preparing an ESP is for the developer to identify a single point of contact for the ESP covering the construction phase, activity and monitoring phases. ESP's are effective where the ESP is a primary responsibility of the point of contact, rather than one of numerous other responsibilities. Successful ESP's have had a dedicated coordinator/specialist consultant in post. This could be someone within the development company or a specialist appointed consultant. It is also recommended to clearly make a commitment to ensure that reasonable requests on monitoring and other areas are acted on in a timely manner. By going down this path it is expected that there would be an added transparency to the process and a demonstration of accountability that would make it more likely that relevant stakeholders would be willing to engage and make the partnerships more effective.

⁴ [Oxford Charities and Voluntary Organisations](#)

⁵ [Oxford City Council local volunteering webpages](#)

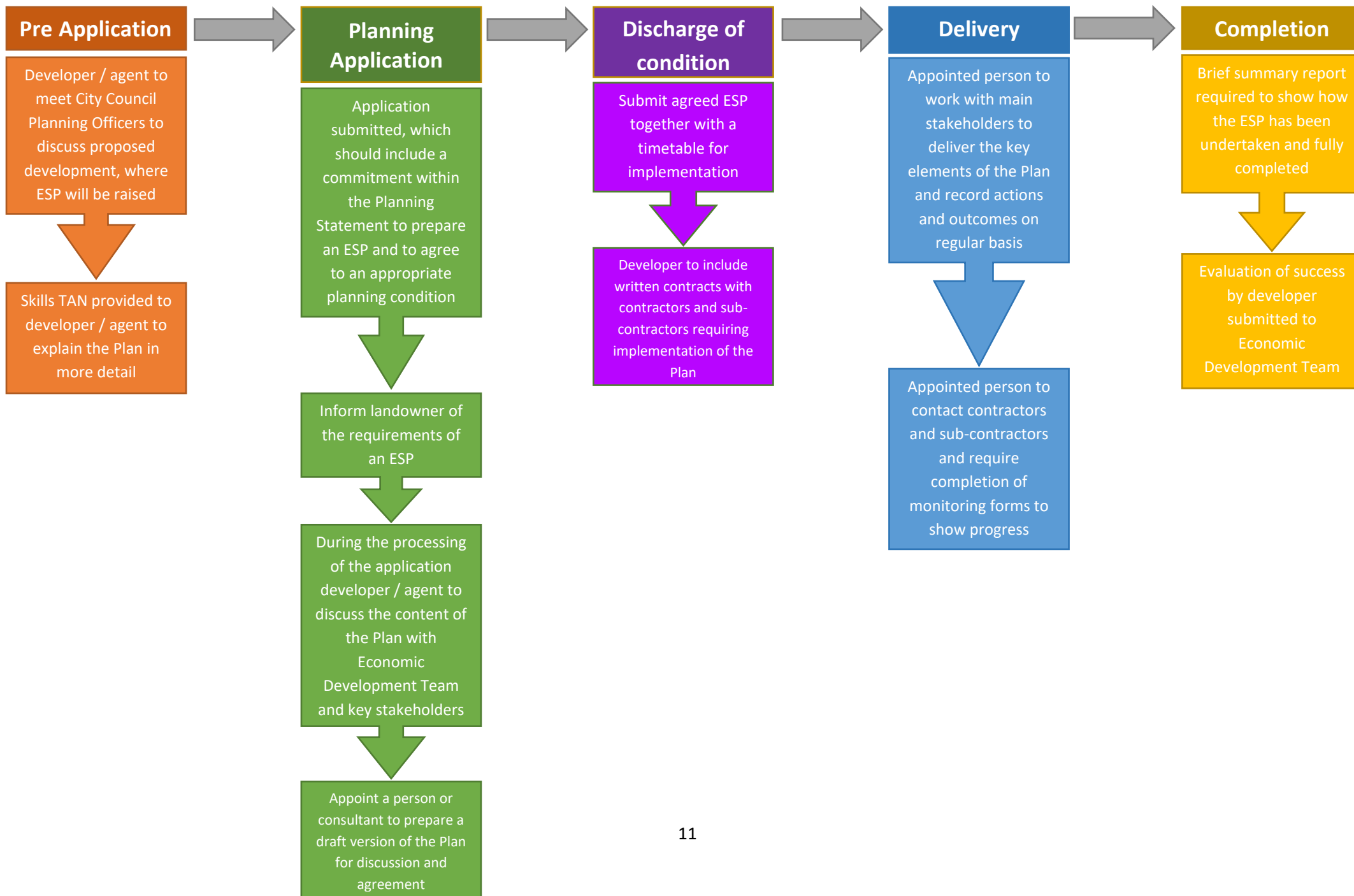
6. How to prepare an employment and skills plan

An Employment and Skills Plan can relate to two particular aspects of the development, the 'construction phase' and the 'end user'. The construction phase is normally associated with major residential developments where the job opportunities / training are potentially created during the construction part of the project. Whereas the 'end user' would for example often be a commercial development where once the development is completed the jobs are created. The overall approach for each is however very similar in structure. An applicant for a major residential (10 residential units or more) and or commercial development (1,000 m²) would be encouraged to agree to submit an ESP, secured by a condition on their planning permission.

The preparation of the ESP is employer-led and its scale is dependent on the size and nature of the development being proposed. The scope and delivery of the skills programme contained within the ESP should therefore be proportionate. Templates have been provided in Appendices 3 and 4 for both the construction phase and the end user, to provide some helpful guidance on the expected content. Some examples of best practice are provided in Appendix 2 of this TAN, which give further guidance on what should be included. It is important firstly to set out the broad actions that you wish to focus on; then provide activities that will help to deliver these actions; it is then useful to set proposed targets for each activity together with a timescale for implementation. In order to assess the success of the ESP it is then worth monitoring the progress of the activities through to completion. The key stages of this process are displayed on the following page.

Support to prepare a plan is available from Oxford City Council's Economic Development Team, where needed.

Key stages of preparing an Employment and Skills Plan:



7. Successful implementation of the Plan

Firstly it is important to read this Technical Advice Note (TAN), which should provide a useful procedural guide to how to carry out an Employment and Skills Plan that can be used for either the construction phase of the development or by the end user; or potentially both depending on the nature of the proposal. It is advisable at the start of the preparation of a Plan to decide which individual within the Team has responsibility for the ESP, in the case of a larger company perhaps someone who is directly concerned with the delivery of corporate/social responsibility would be appropriate. Developers may however choose to use a specialist consultant to provide support, advice on the process, content and delivery of an ESP. This approach is particularly useful in the case of larger developments that could comprise more than one phase and potentially different developers and contractors. Then for the appointed person or consultant to decide on the focus of the ESP in consultation with the Local Planning Authority and in particular the Economic Development Team (EDT) and the Skills Hub part of the Oxfordshire Local Enterprise Partnership (OxLEP).

The successful delivery of an ESP will rely on partnership working with the relevant stakeholders. Advice can be provided on the key local stakeholders that you need to engage with to help to decide on the actions and then identify the relevant activities that need to be carried out together with the appropriate targets and timescale for delivery. The monitoring of the key activities is essential to be able to record and measure their success.

In the case of the Kingsgrove development referred to above some of the particular successes have included: greater career and educational advice and guidance on construction employment opportunities from professionals, which has resulted in an Open Doors Construction event in 2020 and a recognition that more Construction Ambassador Training is required. Some of the information from the activities undertaken is being made available to younger audience through media they use. The ESP has helped to establish important links for the new development with the local community, which will be to the benefit of new residents and those that have lived in the area for some time.

The Westgate Oxford Community Skills Plan carried out by Land Securities and Laing O'Rourke recorded the following key successes:

- 15 apprenticeships supported during the construction phase;
- 15% of on-site workers had Oxfordshire postcodes;
- 40% of contracts awarded within local supply chains;
- 12 site tours provided for schools and colleges;
- 61 individuals supported through sector-based work academies, with 13 later employed by Laing O'Rourke or one of their sub-contractors;
- 3 local social enterprises supported in supply chains.

The City Council through its Corporate Plan priorities will seek to promote *'a vibrant and sustainable economy'* and support *'strong and active communities.'* The aim being to encourage a more *'inclusive economy'* in Oxford where the benefits of economic growth are shared more widely, with greater employment and training opportunities being made available to local people. This has already taken place through the development of the Westgate Shopping Centre and the joint partnership arrangement between the City and Grosvenor Estates at Barton Park for 880 residential units.

Whilst ESP's are employer-led schemes their successful implementation does require strong joint partnership working with key stakeholders. The Oxford Strategic Partnership (OSP) comprise the City Council and some key employers and organisations within Oxford. The support of the OSP to encourage businesses to carry out an ESP on major development sites could make a significant difference to Oxford's economy and the job opportunities for local people. Key employers within the city, such as the University and colleges together with hospital trusts have a role to play both in terms of an agreed policy approach and through procurement to make sure that 'local' companies are given the opportunity to bid for contracts. The approach being taken by ESP's does appear to align with one of their current themes on 'inclusive growth' together with the broad objectives of an 'inclusive economy commission' which is intended to be set up by the OSP in 2021.

The Oxford Growth Strategy 2020 includes a key pillar relating to the 'inclusive economy.' The positive support and encouragement to companies and organisations in the City to implement ESP's will make a significant contribution to the job prospects of local people and provide support for local companies.

There are a number of future major development opportunities in the West End area of the City centre where ESP's should be strongly encouraged. For example the City Council are working in a joint partnership with Nuffield College through the West End Alliance to develop the Oxpens site; together with the proposed new Station and the redevelopment of Osney Mead.

Whilst the delivery of ESP's are primarily 'employment-led' the active support and guidance of Oxford City Council and OxLEP to help developers and landowners to prepare ESP's for major projects will help identify and deliver positive benefits. In the event of any Post COVID-19 funding from Government this could be ring-fenced for the development of ESP's as part of the skills and training packages of measures to improve jobs opportunities in the local area. This would be particularly valuable in helping to bring together other relevant key local stakeholders to develop programmes and events and or link into existing projects.

8. Monitoring and completion of an ESP

The monitoring of the agreed programme of actions is important to be able to demonstrate how the ESP has been successfully delivered and to show its benefits. This is made easier by identifying someone at the outset who would be responsible for both co-ordinating the activities and monitoring the work that has been completed. When the ESP has been fully completed a brief summary report should be sent to the Local Planning Authority to discharge the relevant condition. This report could also be used by companies and organisations to provide evidence to their respective Boards to show how the work undertaken on the ESP has contributed towards meeting their corporate and social responsibilities.

9. List of Appendices

Appendix 1: Planning Policy Context

Appendix 2: Research and best practice

Appendix 3: ESP template for 'construction' phase

Appendix 4: ESP template for 'end user'

Appendix 5: List of key partners and contacts

Appendix 1: Policy context

National Planning Policy Framework (NPPF)

The NPPF (in paragraph 81 requires planning policies to ‘set out a clear economic vision and strategy’, which promotes ‘sustainable economic growth’. It goes on in paragraph 83 to encourage local authorities to ‘work with applicants to secure developments that improve the economic, social and environmental conditions of the area’. Planning policies should, as set out in Paragraph 80, seek to create ‘conditions in which businesses can invest, expand and adapt’ to ‘support economic growth and productivity’. Paragraph 8 of the NPPF summarises the key objectives of the planning system, which aim to combine the benefits of economic, social and environmental objectives.

Local Industrial Strategy

The ‘[Technical Negotiating Draft: The Oxfordshire Local Industrial Strategy](#)’ recognises that the national level of annual growth for apprenticeships is below average (3% compared to 12.5%). This is recognised as a challenge. It states that increasing and improving apprenticeships is critical for providing pathways for young people to access new opportunities. Creating new apprenticeship opportunities is critical for both future employment and aligning skills with business need. It recognises that there are wide income disparities and areas of deprivation, and the apparent lack of inclusive growth. An ESP would help to tackle this disparity and deprivation through encouraging applicants to find opportunities for apprenticeships and jobs that pay the Oxford Living Wage through their developments.

Oxfordshire Strategic Economic Plan (SEP)

OxLEP together with its key partners has through the [City Deal](#) and [Strategic Economic Plan](#), agreed with Government to deliver significant levels of economic growth and new housing development. Whilst the COVID-19 pandemic will cause some delay, these growth ambitions still need to be delivered as part of the agreement with Government. The [Skills Strategy](#) together with the aims and objectives of the SEP make the requirement to prepare and implement an ESP to be of continued importance to help to deliver the skills, training and job prospects for local people. In the context of COVID-19 the recovery of the local and national economy is of paramount importance and as the furlough scheme comes to an end and there will be greater completion in the local labour market for jobs opportunities.

Oxford Local Plan 2036

The [Oxford Local Plan 2036](#) was adopted by the City Council on the 8th June 2020. This Plan now forms part of the statutory development plan, which gives it legal weight in determining planning applications.

One of the key elements of the Local Plan strategy is ‘building on Oxford’s economic strengths and ensuring prosperity and opportunities for all’. Amongst the objectives for the Plan are:

- to reduce inequalities across Oxford, particularly in employment, health and education; and
- to provide a diverse range of employment opportunities to meet the needs of the city's businesses and residents allowing Oxford to grow and function sustainably and with a skilled workforce ready to fill the employment opportunities that arise.

The policy approach in the Local Plan aims to 'secure opportunities for local employment, training and businesses'. Applicants are encouraged to submit an ESP alongside all major development proposals. The supporting text in the Plan states as follows:

2.17 New development offers a significant opportunity to secure real benefits for the local community beyond those directly related to the use provided. The construction phase of a development offers the chance for local people to be employed in the building industry; Employment and Skills Plans (ESPs) can make provision for example for apprenticeships and training or links to local schools and colleges.

2.18 The City Council is keen to make sure that every opportunity to secure community employment training and procurement benefits from new development is explored and pursued where possible. Thus, applicants are encouraged to submit an ESP alongside all major development proposals. ESPs should be employer-led and the approach taken will vary according to the size of the scheme, the type of development, and the long-term ownership/management regime. Employment and Skills Plans have an important role in securing the opportunities that arise from new development. The level of detail and commitment to such social clauses will vary according to the scale and type of development.

Appendix 2: Research and Best Practice

The Oxfordshire Growth Board published some background research on Community Employment Plans⁶, which was approved by the Board on 26th July 2017. Whilst there was a recognition that each Local Planning Authority should be encouraged to include a requirement in their respective Local Plans for CEP's, the nature of the CEP should reflect the specific needs of the particular District. There was however shared agreement and support for CEP's in Oxfordshire.

Two good examples of successful Skills and Employment Plans include the Westgate Shopping Centre and Kingsgrove residential development at Wantage. The developer of the Westgate Shopping Centre, Land Securities, prepared and implemented the Westgate Oxford Community Employment Plan⁷. An ESP was developed and approved for the construction phase of the redevelopment of the Westgate shopping centre. It was secured through a condition (24) attached to the Outline planning permission (Ref: 13/02557/OUT) for the Westgate development.

The second part of the Plan relating to the skills and training flowing from the 'end users' is currently being developed in partnership with the Westgate Alliance, County Council, City of Oxford College and Department of Work and Pensions. The Westgate ESP shows the importance of securing the Plan by means of a planning condition; the clear benefits of early engagement; and a 'joint working' arrangement to ensure the best possible benefits from the Plan. The City Council were both Local Planning Authority and had an interest as a landowner in ensuring the maximum benefits for the local economy, including skills and training.

This CEP was successful since Land Securities made a commitment to positively engage with the local workforce, key stakeholders and the local community to secure potential employment benefits for local people. It set out four key actions for the CEP to deliver:

- To raise awareness of the Westgate development within local communities;
- To provide Oxfordshire residents with sustainable jobs;
- To equip people with the skills to be successful with a particular focus on youth and disadvantaged groups; and
- To give communities the opportunity to grow for good.

Within each of these broad actions / objectives some key activities were identified, such as engaging with key stakeholders, pre-recruitment events, job fairs, starting apprenticeships / training programmes, setting up work experience opportunities and working with schools to highlight future job prospects for relevant key sectors of employment. Whilst this required a commitment from the developer but in many cases the activities were carried out in partnership with other key stakeholders / organisations. The outcomes were monitored and clear benefits were shown to have taken place for the local community in terms of employment opportunities, together with evidence of how Land Securities had effectively fulfilled their corporate social responsibility.

⁶ See OxLEP Community Employment Plans [webpages](#) for more information

⁷ See OxLEP Community Employment Plans [webpages](#) for more information

The Kingsgrove Community Employment Plan (CEP) was prepared for a major housing development site in Wantage, Oxfordshire and therefore the focus was principally around employment opportunities associated with the construction industry. The development took place in phases and included five construction companies who all agreed to take part in the CEP. It set out five key actions to deliver under the following headings:

- Youth and apprenticeships;
- Local labour, supply chain and procurement;
- Engaging with education;
- Disadvantage and communities; and
- Partnership support.

Within these broad actions some key activities were identified which included supporting supply chain procurement by encouraging use of local apprentices, and setting up events; supporting training and work experience for young people; providing a proportion of local procurement for main and sub-contractors; and supporting career events and working with schools to show the skills opportunities in construction and the local supply chains.

CITB: The Construction Industry Training Board (CITB) is the Sector Skills Council and Industry Training Board for the construction industry and provides some useful advice about apprenticeships and traineeships from an industry perspective. The organisation works with construction companies to improve skills, increase competitive edge and respond to the many challenges employers face. The CITB is a social enterprise that works with both the industry and its clients to ensure that the construction sector has the ‘right skills in the right place at the right time.’ They have produced a number of resources on developing employment and skills strategies in the context of construction projects, which could inform the detailed content of an ESP. A potentially useful resource is a Local Client Guidance⁸ document, which contains a set of benchmarks that provide target outputs that can be expected from construction projects relating to a series of employment and skill areas. These areas include apprenticeships, support for schools and colleges, encouraging entry into employment and upskilling of existing workforces. The benchmarks are used to reflect outputs that are proportional and achievable in the context of the type, scale and project value of the relevant development/construction scheme. While this framework does not have to be directly replicated, it may be useful in gauging in more specific terms the possible output of a major scheme that may meet the threshold for an ESP. Further details about the CITB and their work can be found on their [website](#).

⁸ [Client Based Approach](#), CITB January 2017. For Benchmarks go to Appendix B (page 44 onwards)

Appendix 3: Sample template for construction phase Community Employment Plan

A Community Employment Plan has been developed by (insert name of the developer) with support from (e.g. OxLEP, the Local Planning Authority, the Department for Work and Pensions, etc.)

The plan below sets out the construction phase Community Employment Plan and outcomes required as detailed by condition X of the development site outline planning permission (reference number X)

Outputs from the plan will be measured and monitored as part of an on-going dialogue from monthly meetings with a variety of key external and internal stakeholders. All progress will be shared regularly with the Local Planning Authority. Stakeholders participating in the Community Employment Plan include:

For example:

- OxLEP
- Local Planning Authority
- Further Education Institutions
- Department for Work and Pensions

Action	Activity	Timescale	Target/outputs	Stretch target	Responsible person	Definition
Local labour, supply chain & procurement	Local employment and training clauses including use of local apprenticeships and traineeships built into procurement contracts					
	Maximise local procurement through ensuring main and sub-contractors source locally where practical					
	Hold a minimum of X “meet the buyer” events aimed at supporting local supply chain opportunities.					Meet the Buyer events are run by the construction partner to explain the project, the opportunities and the procurement process to local suppliers
	Supporting employment for young people					Young people aged between 18-25 when they start on site
	Supporting local employment through X% of workforce having an Oxfordshire postcode					Oxfordshire postcodes: http://www.postcodearea.co.uk/postalton/oxford/
	Supporting Social Enterprises in supply chain					Social Enterprise trade to tackle social problems, improve communities, people’s life chances, or the environment
Engaging with Education	Support Oxfordshire careers events and National Apprenticeship Week (NAW) annually during the course of the development					Careers event; a not for profit event that supports education and employment outcomes for young people
	Work with and support schools county wide to promote and introduce pupil and those that advise pupils of the range of skills and careers available in the construction industry					

Action	Activity	Timescale	Target/outputs	Stretch target	Responsible person	Definition
	Provide site tours to schools, colleges, universities and those organisations up skilling individuals					
	Support University graduate research projects					
	Develop a series of creative interventions that advise parents of the range of skills and careers available in the construction industry					
Youth & apprenticeships	Support apprenticeships by: <ul style="list-style-type: none"> • embedding use of local apprentices in supply chain procurement • ensuring the construction phase supports X number of apprenticeships during construction 					
	Support training and work experience for young people by: <ul style="list-style-type: none"> • Providing a strategy that delivers –employment training and work experience/placements places for young people, matched to their areas of interest and aspirations, where they engage in purposeful work related learning activities rather than observation. • Embedding these opportunities in supply chain 					
Disadvantaged & Communities	<ul style="list-style-type: none"> • Support a series of sector based work academies for those aged 18 or above (8 participants at each) over the life of the development aimed at creating opportunities for 					<p>A sector-based work academy can last up to six weeks and has three key components:</p> <ul style="list-style-type: none"> • Pre-employment training relevant to the needs of your business and sector.

Action	Activity	Timescale	Target/outputs	Stretch target	Responsible person	Definition
	those most marginalised from the workplace					<ul style="list-style-type: none"> Up to one week work experience placement – of great benefit to both the individual and a business A guaranteed job interview https://www.gov.uk/government/publications/sector-based-work-academies-employer-guide/sector-based-work-academies-employer-guide
	Supporting local charities					Local charity means a charity with an Oxfordshire registered office address and whose beneficiaries are primarily Oxfordshire residents
	Promoting local volunteering					
Partnership support	Developer to: <ul style="list-style-type: none"> nominate a single point of contact for Community Employment Plan construction phase, activity and monitoring ensure all reasonable monitoring requests are actioned in a timely manner 					

Appendix 4: Sample of template for 'end user' phase of Community Employment Plan

A Community Employment Plan has been developed by (insert name of the developer) with support from (e.g. OxLEP, the Local Planning Authority, the Department for Work and Pensions, etc.)

The plan below sets out the end use phase Community Employment Plan and outcomes required as detailed by condition X of the development site outline planning permission (reference number X).

Outputs from the plan will be measured and monitored as part of an on-going dialogue from monthly meetings with a variety of key external and internal stakeholders. All progress will be shared regularly with the Local Planning Authority. Stakeholders participating in the Community Employment Plan include:

For example:

- OxLEP
- Local Planning Authority
- Further Education Institutions
- Department for Work and Pensions

Action	Activity	Timescale	Target/outputs	Stretch target	Responsible person	Definition
To raise awareness of the development within local communities	Engage with city and county councillors in Oxfordshire's most deprived wards					
	Engage with key stakeholders educational establishments					
	Attend relevant Oxford meetings and groups					
To provide Oxfordshire residents with sustainable jobs	Work with and support new retailers and restaurants to deliver their workforce with X% of workforce to have Oxfordshire postcodes					Oxfordshire postcodes: http://www.postcodearea.co.uk/postaltowns/oxford/
	Attend Oxfordshire Careers fairs					
	Support growth in apprenticeships across facilities management, security, retail and hospitality					
	Support a series of sector based work academies (SBWA) for 18+ (c.8 participants per SBWA) aimed at creating opportunities for those most marginalised from the workplace					A sector-based work academy can last up to six weeks and has three key components: <ul style="list-style-type: none"> • Pre-employment training relevant to the needs of your business and sector. • Up to one week work experience placement – of great benefit to both the individual and a business • A guaranteed job interview https://www.gov.uk/government/publications/sector-based-work-academies-employer-guide/sector-based-work-academies-employer-guide
To equip people with the skills to be successful with a particular focus on youth and	Support training and work experience for young people by: <ul style="list-style-type: none"> • Providing a strategy that delivers employment training and work experience/ 					

Action	Activity	Timescale	Target/outputs	Stretch target	Responsible person	Definition
disadvantaged groups	placements for young people matched to their interests and aspiration, where they engage in purposeful work related learning activities rather than observation					
	Attend National Apprenticeship week events					
	Attend careers events					
	Organise events to engage selected secondary schools to promote retail careers					
	Support University graduate research programme					
	Support apprenticeship careers events					
Partnership Support	Developer to: <ul style="list-style-type: none"> Nominate a single point of contact for Community Employment Plan end use phase, activity and monitoring Ensure all reasonable monitoring requests are actioned in a timely manner 					

Appendix 5: Key contacts

Oxford Economic Development Team: economicdevelopment@oxford.gov.uk

Planning Policy Team: planningpolicy@oxford.gov.uk. Tel: 01865 252847

Oxfordshire Local Enterprise Partnership (OxLEP): Skills Hub
sarah.marlow@oxfordshirelep.com Tel: 07798 617597

