



One Victoria, Manchester.

Local Labour Agreement.

(Response to Planning Condition 4a)

INTRODUCTION

This policy has been produced to demonstrate how Torsion Group plans to maximise local employment and training opportunities across its developments within the Manchester Administrative Area in order to support Manchester City Council's Employment and Skills Strategy.

OBJECTIVES AND PRIORITIES

Torsion Group has a commitment to quality and value. As part of that commitment we see people as essential to the long term success of any business and construction's biggest asset.

Torsion Group has an absolute commitment to providing employment and training opportunities for people in Manchester. We recognise that there is a skills shortage across the construction industry as a whole – we need to be able to recruit and retain a diverse group of skilled, hard-working people in sufficient numbers to meet the increasing demand for construction. This means we need to invest in, and promote the use of, initiatives to increase the skill levels and employability of individuals to meet these needs. This will help to grow and keep a skilled workforce to meet the future challenges of the construction industry.

We want to deliver more than just buildings. It is imperative that we support the economic needs of the communities around which our business is built. By creating opportunities for employment, skills and training we believe we are helping the local communities to thrive in the longer term. We also aim to improve community relations in the areas where our developments are situated and establish a business presence which is perceived as a positive contribution to the local community.

We aim to increase local business capacity through our projects as part of sustaining our business. We will (where economically and practically feasible) look to procure goods and services from local contractors, sub-contractors and suppliers which will in turn support the employment of the local community.

We believe that we can use the employment obligations as opportunities to provide entry-level employment for disadvantaged priority groups and to impact on the local community, adding social value by playing our part in creating opportunities for employment, skills and training, adding value and creating social and economic benefits for the communities and neighbourhoods in which we work.

BENCHMARKS

Wherever practicable we are focussing on New Entrants whose main residence is in the Local Impact Area identified from Manchester City, provided they are suitably qualified for the relevant role.

EMPLOYMENT AND SKILLS AREAS

Our policy aims to support both the creation of new and sustainable job opportunities for new entrants from the Manchester area and the upskilling of the workforce as a whole.

Our focus will be on the following areas:

Routes to employment:

- Work experience (14-16; 16-19+ Adults)
- Apprenticeships starts/existing/completions
- Graduates
- Progression into employment

Educational:

- Curriculum support and awareness
- Upskilling and qualifying of existing workforce through:
 - Health and Safety training
 - Vocational qualifications
 - CSCS skills cards
 - Short courses
 - Supporting leadership and management training

IMPLEMENTATION

Torsion Group is seeking to work closely with the City Council to identify and promote job training opportunities for local people and encourage the use of a local supply chain across our projects.

Routes to employment

We are looking to further the engagement of young people, from school through to further and higher education. We will working with local training providers and other agencies to provide work experience, trainee placement and skills development opportunities for apprentices and those looking to retrain and reskill.

We will also engage with local further and higher education providers for the provision of internships and graduate placements.

We are actively working to secure commitments from our supply chain in relation to employment and training outcomes by engaging with them at the contract let stage in order

to identify and facilitate apprenticeship opportunities. We have joined forces with training providers to provide work placement opportunities and to encourage our supply chain to take on local labour.

We are aiming to develop the skills of local people and assist those sections of the community who are disadvantaged within the labour market to gain employment during the construction process by forging links with programmes and pre-employment training courses which are targeted at NEET young people, and those that enable unemployed adults to access training and work experience, for example, The Prince's Trust.

Employment Opportunities

Internally, the team will prepare method statements and an opportunities schedule listing specific skills required on each site and when they are available.

Direct new labour generated by developments will be sought from the immediate locality and within the boundaries of the Manchester area where reasonably practicable. This emphasis will be passed to subcontractors during negotiations.

To assist with implementing this, as far as reasonably practicable, employment and training opportunities will be advertised locally with the Manchester City Council Employment Access Team and other identified partners, such as Jobcentre Plus.

All interviews for candidates with regards apprenticeships, training and employment opportunities will take place at a venue relevant to the opportunity advertised.

Where we have a direct need to recruit or employ via an agency, we are aiming to employ local labour wherever possible. We will brief the employment agencies on our Preferred Supplier List to be aware of the local employment obligations and to assist, wherever possible, by recruiting for trades and labour through the Employment Team. This will not only benefit Torsion Group but other construction firms throughout the City by providing a local pool of labour.

Curriculum Support Activities

Torsion Group is also looking to hold construction careers information, advice and guidance events focussed on improving the image of the sector, increasing awareness of the opportunities available within the industry.

We will look to establish protocols with local colleges to provide them with work experience placements and site visits and for colleges to identify appropriate candidates for apprenticeships, to undertake research projects and perhaps deliver a series of short courses on site.

Upskilling and qualifying of existing workforce

Torsion Group has in place an annual training plan with an organisational structured approach to training and development of the workforce.

We understand that Continuing Professional Development and Continuing Craft Development provides for the systematic maintenance, improvement and broadening of knowledge and skill and development of the personal qualities necessary for the execution

of professional and technical duties throughout working lives. It allows our workforce to maintain competence and enables us to make use of the latest technology and materials.

Procurement and Supply Chain Engagement

Torsion Group has and will continue to establish an extensive local supply chain who have the competence to deliver best value for money, deliver to programme and who will maximise local employment, training and spend down the supply chain tiers in Manchester.

Clauses will be included in invitations to tender requesting subcontractors and suppliers to outline how they will assist with the successful delivery of the benchmark targets and to provide a statement that, if appointed, they will meet all of the requirements in relation to their proposed approach for delivering skills development.

ROLES AND RESPONSIBILITIES

Achievement of the benchmark targets is being carried out by a team from Torsion Group consisting of the Project Manager and Commercial Manager for each site alongside head office support acting as facilitator; co-ordinating activities, liaising with the site team, the trade contractors, colleges, schools and accredited training providers.

MONITORING AND REPORTING

Internally, clear monitoring processes have been put in place to ensure the programmes are delivered to an agreed standard and to measure outcomes. Where possible KPIs and targets will be agreed with subcontractors and suppliers for their assistance in achieving benchmarks.

All site staff will be inducted onto site and will be required to fill in a profile as part of the induction process so that we can complete the required information on the returns.

Successes will be acknowledged and celebrated using promotional case studies highlighting best practice or achievement.

OPERATIONAL COMMITMENTS

Where possible we will always aim to use local suppliers / operational workforce to utilise the homegrown expertise and resources but also to keep costs as low as possible, avoiding unnecessary travel expenses and mark ups for instance.

One of our objectives will be to create and sustain a sense of local pride for the development and what better way than having the services fulfilled by local specialists and members of staff onsite!