



Deephams Sewage Works Upgrade

Local Employment Strategy

Prepared by Adams Hendry Consulting Ltd
for Thames Water Utilities Ltd
June 2014

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TITLE: Deephams Sewage Works Upgrade - Local Employment Strategy



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Deephams Sewage Works Upgrade

Local Employment Strategy

Executive Summary

Thames Water Utilities Ltd (Thames Water) is submitting an application for planning permission to London Borough of Enfield (LBE) for the construction of the Deephams Sewage Works Upgrade project. The sewage works is located off Picketts Lock Lane, Edmonton.

This Local Employment Strategy has been prepared to form part of the application for planning permission. It sets out the employment and training commitments of Thames Water and its appointed contractor for the Upgrade project AMK – the Aecom Murphy Kier joint venture.

Thames Water has successfully implemented local employment strategies on its other major upgrade projects within London, notably as part of the Lee Tunnel and Beckton Sewage Works Upgrade, promoting the use of local labour during construction and seeking local suppliers for goods and services. It is committed to continuing this success through the implementation of the Deephams Sewage Works Upgrade.

Thames Water and AMK are committed to employing at least 20% of labour from the local area (local being defined by LBE as the areas of the following Councils - Enfield, Haringey, Waltham Forest, Broxbourne and Epping Forest) and to seek to procure the use of local goods and service providers where possible.

An approved version of this Strategy will form part of the planning permission for the Upgrade, with its implementation secured through provisions in a section 106 agreement as part of the planning permission.

Thames Water, AMK, LBE and its partners are all committed to the success of this Strategy. They will meet regularly during the planning for, and implementation of, the Upgrade to review progress and to agree any amendments or actions that may be required.

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1. Introduction

- 1.1 Deephams Sewage Works, located in Enfield in north-east London, is the ninth largest sewage works in England. It treats sewage collected from within its catchment and discharges treated effluent into the Salmons Brook, a tributary of the River Lee, in accordance with an environmental permit set by the Environment Agency. Thames Water is proposing a major Upgrade of the Deephams Sewage Works.
- 1.2 The Upgrade will significantly improve the quality of effluent (treated wastewater) discharged from the sewage works into the Salmons Brook. The Environment Agency has issued a new environmental permit that requires us to make improvements to the quality of the effluent discharged to the Salmons Brook. These improvements are necessary to help meet the requirements of three European Directives – the Urban Wastewater Treatment Directive, the Freshwater Fish Directive and the Water Framework Directive.
- 1.3 In addition to delivering water quality improvements, the Upgrade will cater for population growth within the catchment, and improve a considerable amount of the existing infrastructure at the sewage works, some of which is now over 50 years old and at the end of its useful life. It will provide sewage treatment for north London that is sustainable in the long term, is able to respond to the challenges of climate change, and will deliver significant reductions in odour emissions from the sewage works.
- 1.4 This is a complex project, as the Upgrade has to be delivered whilst the existing sewage works remains operational and continues to treat the sewage to the existing permit levels. The Upgrade will be delivered as a phased redevelopment of the existing infrastructure on the Deephams Sewage Works site. The planning application for the Upgrade will be determined by London Borough of Enfield (LBE), the relevant local planning authority.
- 1.5 Subject to planning permission being granted, construction of the Upgrade will commence in 2015 and continue to 2018.
- 1.6 Thames Water and its appointed contractor for the Upgrade project AMK – the Aecom Murphy Kier joint venture – are committed to providing local economic benefits through the upgrade project. They have been discussing details of how this can be secured with the local authorities and their partner organisations.
- 1.7 This Local Employment Strategy (the Strategy) identifies how Thames Water intends to promote the use of local labour during construction of the upgrade, and how it will provide access by local firms to contracts for the provision of goods and services during the construction works. It also sets out what action Thames Water will take to continue to promote the use of local labour and access to contracts through the operation of the upgraded sewage works.
- 1.8 The Strategy will be submitted as part of the planning application for the Upgrade, and it is anticipated that implementation of the Strategy will be secured by LBE through appropriately worded clauses in any s106 agreement relating to the planning permission for the Upgrade.
- 1.9 The Strategy will be the subject of regular monitoring and review with the local authorities and their partners through the implementation of the Upgrade, and a post completion evaluation report of the effectiveness of the Strategy will be completed.

2. Planning policy background

National Policy and guidance

- 2.1 Paragraphs 18 and 19 of the National Planning Policy Framework (NPPF) emphasise the importance of economic growth to create jobs as part of building a strong and competitive economy. The NPPF states the Government's commitment to "*ensuring that the planning system does everything it can to support sustainable economic growth*".

London Plan Policy

- 2.2 London Plan Policy 4.12 seeks to improve opportunities for all, noting that strategic development proposals should "*support local employment, skills development and training opportunities*".

LBE policy and guidance

- 2.3 The Upgrade is located within the London Borough of Enfield, and the planning application will be submitted to and determined by LBE.
- 2.4 LBE Core Strategy Policy 16 states the Council's commitment "*to tackling worklessness, creating new jobs in the Borough and working to ensure that local residents are able to access existing and new jobs.*"
- 2.5 LBE has an adopted Supplementary Planning Document (SPD) on s106 contributions. The SPD confirms that developers will be expected to "*make best efforts*" to employ local contractors and subcontractors and local trainees during construction. The document defines "local" as the boroughs of Enfield, Haringey, Waltham Forest, Broxbourne and Epping. A "Local Employment Strategy" will have to be submitted to the Council, approved by it, and implemented, as part of the development of the Upgrade.
- 2.6 The LBE SPD also includes a calculation of the number of trainees that should be employed on site. Failure to provide the requisite number of weeks training incurs a requirement to pay a financial contribution instead.
- 2.7 For developments above £20m such as the Deephams Sewage Works Upgrade, the SPD makes clear that LBE will negotiate an appropriate level of training.

Other local Councils' policy and guidance

- 2.8 Although the Upgrade is located solely within London Borough of Enfield, the policies of the other local boroughs are also relevant to the Strategy, and will be material considerations to the determination of the Upgrade planning application.
- 2.9 LB Haringey Local Plan Policy SP9 seeks to improve skills and training to provide access to jobs and support community cohesion and inclusion. The Policy states that the Council will "*seek to address unemployment by facilitating training opportunities for the local population*" and "*increasing the employment offered in the borough*". The Local Plan also identifies the Council's commitment to using the Jobs for Haringey programme to support training and job opportunities for local people, and to working closely with Jobcentre plus and other partners. The Council also has an Employment and Training planning obligations code of practice that details the approach it would take to negotiate local job and training opportunities for developments within its Borough.

- 2.10 LB Waltham Forest's Core Strategy Strategic Objective 9 is to *“Provide a quality of education and vocational training that ensures that the young people of the Borough can capitalise on the opportunities in Waltham Forest and London, and are able to succeed and prosper now and in the future.”* Strategic Objective 10 seeks to *“Reduce inequalities, unemployment and worklessness in the Borough by improving skills, training and employment opportunities and access to jobs”*. Policy CS10 states that the Council will seek to maximise employment opportunities for its residents by *“ensuring provision is made within new developments to recruit and train local residents to serve its needs, proportionate to its size”*. The Council has adopted guidance on this through its s106 Planning Obligations SPD.
- 2.11 The Borough of Broxbourne's saved Local Plan policies document identifies that it will seek to negotiate to secure s106 planning obligations to deliver education and training projects which improve accessibility to jobs for the local labour force, equipping people with skills for jobs likely to be available at the development.

3. The Local Employment Strategy process

- 3.1 Thames Water has prepared this Local Employment Strategy as a supporting document to be submitted as part of its Deephams Sewage Works Upgrade planning application. The document has been prepared jointly with its appointed Contractor AMK.
- 3.2 The Strategy has been informed by Thames Water's implementation of similar strategies on other major upgrade projects, including the Lee Tunnel and Beckton Sewage Works Upgrade. On that project, Thames Water worked closely with LB Newham and the Council's jobs brokerage service 'Workplace', to meet and exceed the local labour targets that had been set.
- 3.3 As part of preparing this Strategy, Thames Water has met with both LBE and its partner organisation Jobcentre Plus. Jobcentre Plus is located in Enfield, Edmonton and Palmers Green, providing good access to residents across the area.
- 3.4 Thames Water separately met with LB Waltham Forest at an early stage on the project, and has subsequently briefed local stakeholders on the process and content of the Strategy through the Deephams Upgrade Stakeholder Forum (the Stakeholder Forum is a dedicated liaison group between Thames Water and local stakeholders that has met regularly through the process of preparing the planning application for the Upgrade).
- 3.5 Thames Water has sought to work collaboratively in preparing the Strategy, and will be working very closely with the Councils and their partners in implementing the Strategy through the delivery of the Upgrade.

4. The Strategy

- 4.1 In seeking to promote the use of local labour, and local access to contracts for the provision of goods and services, Thames Water commits to the deliverables identified in the following sections, as summarised in Annexes 1 and 2.

A. Local labour during construction

- 4.2 In seeking to promote the use of local labour, LBE defines “local” as the areas of the following Councils - Enfield, Haringey, Waltham Forest, Broxbourne and Epping Forest.
- 4.3 The construction of the Upgrade will be phased over an approximately 3 year period between June 2015 and August 2018.
- 4.4 During this period, it is estimated that AMK will employ up to 70 management, design and ancillary staff, and up to approximately 180 skilled, semi skilled and unskilled employees. The precise level of employees will fluctuate throughout the phased construction programme. At this stage, however, it is anticipated that the levels of employment in the five different phases of construction can be most appropriately summarised as follows:

Employees	Phase 1 (Jun – Sept 2015)	Phase 2 (Oct 15 – Nov 16)	Phase 3 (Dec 16 – Dec 17)	Phase 4 (Jan 18 – Mar 18)	Phase 5 (Apr 18 – Aug 18)
Staff					
<i>Management, design and ancillary</i>	<i>48-52 employees</i>	<i>56-70 employees</i>	<i>52-70 employees</i>	<i>38-42 employees</i>	<i>22-32 employees</i>
Labour					
<i>Skilled</i>	<i>14-28 employees</i>	<i>32-104 employees</i>	<i>64-86 employees</i>	<i>46-72 employees</i>	<i>10-32 employees</i>
<i>Semi Skilled</i>	<i>14-18 employees</i>	<i>24-54 employees</i>	<i>42-54 employees</i>	<i>34-46 employees</i>	<i>12-18 employees</i>
<i>Unskilled</i>	<i>12 employees</i>	<i>18-26 employees</i>	<i>16-28 employees</i>	<i>14 employees</i>	<i>10-12 employees</i>
Labour sub- total	40-58 employees	74-182 employees	138-156 employees	94-132 employees	32-62 employees

- 4.5 Thames Water / AMK commits to:

1	Employ at least 20% local labour during the Upgrade construction programme.
2	Offer 6 local apprenticeships during the Upgrade construction programme, together with at least 200 weeks of training for other local employees.
3	Employ at least 2 full time local workers through the offender rehabilitation programme during the Upgrade construction programme.
4	Publicise access to their respective apprenticeship schemes through Enfield JOBSnet, Jobcentre Plus and through LBE’s Project Monitoring Team who in turn will disseminate to other councils.
5	Publicise access to their respective graduate entry schemes through Enfield JOBSnet, Jobcentre Plus and through the local Councils.
6	Make best endeavours to redeploy construction workers to other projects to maximise opportunities to sustain employment

- 4.6 Thames Water / AMK will seek to exceed the 20% local labour figure during the construction programme.

- 4.7 The apprenticeships to be offered during the Upgrade programme are additional to Thames Water's wider existing apprenticeship scheme, for which 30 apprenticeship posts are being filled in 2014, some of which may be located at Deephams.
- 4.8 The 6 Upgrade apprenticeships will be provided across the construction programme, anticipated to be 2 in 2015/16, 2 in 2016/17 and 2 in 2017/18. Their duration will depend on the qualifications to be obtained, and the outcome of the apprenticeship, in accordance with Government guidelines. Details of apprenticeship opportunities, including pay structure, training location and information on how to apply will be provided to the Councils and their partners. Information will also be shared with the North London Chamber of Commerce Construction Sector Forum which is co-ordinated by LBE's Economic Development Team. This Forum includes representatives from Barnet and Southgate College and the College of Haringey, Enfield and North East London, who both run construction training courses. Thames Water / AMK will investigate working with these colleges to deliver apprenticeships offered through the Upgrade.
- 4.9 AMK has recruited two postholders through the offender rehabilitation programme and they will commence their positions in June 2014. The postholders are previous residents from within the local area, or returning to live in that area.
- 4.10 To facilitate the above, Thames Water / AMK will work closely with the local Councils and their partners to ensure that advance information on job opportunities and skills requirements are shared early enough to enable local residents to access potential job opportunities. AMK will provide a more detailed breakdown of the skills, qualifications and experience it is looking for. This will commence with exchanging early information in July 2014 and then regularly thereafter.
- 4.11 AMK will be planning its forward labour requirements on a quarterly basis and then reviewing this in more detail on a weekly basis. Regular and close liaison will be maintained with the Councils and their partners throughout this process. To that end Thames Water / AMK commits to:

<p>7 Provide a desk space and IT connections within the Team Deephams site construction offices for a representative of Enfield JOBSnet and/or Jobcentre Plus and/or the local Councils during the Upgrade construction programme, to facilitate close liaison on local employment matters with the AMK construction team.</p>

- 4.12 The detailed process by which job opportunities will be notified to the Councils and their partners, the processes to be followed in supplying details of potential candidates, and the recruitment processes that AMK will adopt will be discussed and agreed with the local Councils and their partners as part of the implementation of this Strategy.
- 4.13 In addition to the above, Thames Water / AMK will work closely with the Councils and local schools and colleges to promote educational opportunities that arise during the construction process. Whilst access to the Site may be restricted during construction work, for operational and health and safety reasons, speakers (including STEM ambassadors) and educational material will be provided as a resource to be used as part of the curriculum at local schools and colleges. Initiatives including the Business and Education in Enfield (BEE) and other programmes will be specifically supported. Thames Water / AMK therefore commit to:

<p>8 Work closely with the local Councils to promote educational opportunities through the construction of the Upgrade.</p>
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B. Goods and services during construction

- 4.14 The construction of the Upgrade will require significant levels of goods and services to be procured by AMK. Whilst a number of these will be specialised in nature, there are extensive contracting opportunities for which local firms could submit bids for work. Thames Water / AMK commits:

9 That they, and their sub-contractors, will use reasonable endeavours to source materials and services locally during the construction programme.

- 4.15 Thames Water / AMK will liaise with the local Councils and the North London Chamber of Commerce to provide advance notice of forthcoming contract opportunities to enable local firms to tender for work. The processes to be followed in supplying details of procurement opportunities, and the processes that AMK will adopt in letting those contracts will be discussed and agreed with the Councils and their partners as part of the implementation of this Strategy. This will include the use of meet the buyer and similar events, sharing contract opportunity registers and using the knowledge and experience of the local Councils and Chamber of Commerce to identify potential suppliers within the local area. AMK (Murphys) is already working closely with the Chamber of Commerce, including participating in the Construction Sector Forum.

C. Local labour during operation

- 4.16 The Upgrade will renew and update the infrastructure on the Deephams Sewage Works site. As a result of this modernisation programme, it is not currently anticipated that any new permanent jobs will be created on the Site during operation of the completed scheme.

- 4.17 Notwithstanding this, however, Thames Water does recruit new employees as vacancies arise, and also already has apprenticeship and graduate training schemes in operation. Thames Water commits to:

10 Publicise details of any future operational staff vacancies, and access to its apprenticeship and graduate schemes, through Enfield JOBSnet, Jobcentre Plus and through the local Councils.

- 4.18 Thames Water will also create a new educational facility as part of the Upgrade. A vacant former training building will be refurbished towards the end of the construction period (anticipated to be in 2018) to provide a classroom facility for school and college visits. The classroom facility will be used in association with a new educational trail for guided trips around the Deephams Sewage Works also being provided to enhance the visitor experience. Experience from other sites is that provision of an on-site educational resource can benefit knowledge and understanding of the water cycle, and generate interest in careers in science and engineering. Thames Water commits to:

11 Work closely with the local Councils to promote educational opportunities through the operation of the completed Upgrade project, and the use of the on site Thames Water classroom facility and educational trail.

D. Goods and Services during operation

- 4.19 Thames Water regularly procures goods and services necessary for the operation of the sewage works. This procurement will continue during and following the Upgrade, and Thames Water will work with the local Councils and their partners to provide access to its procurement for local firms. Thames Water commits to:

12 Use reasonable endeavours to source materials and services locally for use in the operation of the Deephams Sewage Works.

5. Monitoring and review

5.1 Thames Water / AMK is committed to the success of this Strategy. Both will work closely with the local Councils and their partners to drive the implementation of the Strategy and to ensure that progress towards meeting its objectives is regularly monitored and reviewed. This will include identifying early warnings of any corrective actions that may be required in order to secure successful implementation.

5.2 There will be a regular and ongoing review through the implementation of the Strategy, including the provision of quarterly monitoring reports (see example in Annex 4). Thames Water / AMK commit to:

13 Quarterly progress and review meetings with the local Councils and their partners to take place at the Deephams Sewage Works Upgrade site construction offices to ensure close co-operation and liaison on employment and skills matters.

5.3 It is also important that following completion of the project, there is an opportunity for lessons to be learnt to inform the implementation of future projects. Thames Water / AMK commit to:

14 a written post completion review, including seeking the views of Thames Water, AMK, the Councils and their partner organisations, and a report on the effectiveness of the Strategy will be submitted to the Councils within 3 months of the completion of the project.

6. Conclusions

6.1 This Strategy has been prepared as part of the submission of a planning application submitted to LBE for the Deephams Sewage Works Upgrade. Thames Water and its contractor AMK are committed to the successful implementation of this Strategy, to generate local employment and local contracting opportunities to the benefit of the local economy.

Annex 1: Key Deliverables

1	AMK will employ at least 20% local labour during the Upgrade construction programme.
2	AMK will offer 6 local apprenticeships of local apprenticeships during the Upgrade construction programme, together with at least 200 weeks of training for other local employees.
3	AMK will employ at least 2 full time local workers through the offender rehabilitation programme during the Upgrade construction programme.
4	Thames Water and AMK will publicise access to their respective apprenticeship schemes through Enfield JOBSnet, Jobcentre Plus and through LBE's Project Monitoring Team who in turn will disseminate to other councils.
5	Thames Water and AMK will publicise access to their respective graduate entry schemes through Enfield JOBSnet, Jobcentre Plus and through the local Councils.
6	AMK will make best endeavours to redeploy construction workers to other projects to maximise opportunities to sustain employment.
7	AMK will provide a desk space and IT connections within the Team Deephams site construction offices for a representative of Enfield JOBSnet and/or Jobcentre Plus and/or the local Councils during the Upgrade construction programme, to facilitate close liaison on local employment matters with the AMK construction team.
8	Thames Water and AMK will work closely with the local Councils to promote educational opportunities through the construction of the Upgrade project.
9	Thames Water, AMK and its sub-contractors will use reasonable endeavours to source materials and services locally during the construction programme.
10	Thames Water will publicise details of any future operational staff vacancies, and access to its apprenticeship and graduate schemes, through Enfield JOBSnet, Jobcentre Plus and through the local Councils.
11	Thames Water will work closely with the local Councils to promote educational opportunities through the operation of the completed Upgrade project, and the use of the on site Thames Water classroom facility and educational trail.
12	Thames Water will use reasonable endeavours to source materials and services locally for use in the operation of the Deephams Sewage Works.
13	Thames Water and AMK will have quarterly progress and review meetings with the local Councils and their partners to take place at Deephams Sewage Works Upgrade site construction offices to ensure close co-operation and liaison on employment and skills matters.
14	A written post completion review will be undertaken, including seeking the views of Thames Water, AMK, the Councils and their partner organisations, and a report on the effectiveness of the Strategy will be submitted to the Councils within 3 months of the completion of the project.

Annex 2: Action Plan

Deephams Sewage Works Upgrade Project Deliverables		Actions	
1	AMK will employ at least 20% local labour during the Deephams Sewage Works Upgrade construction programme.	1.1	AMK to prepare a construction skills plan in liaison with JOBSnet, Jobcentre Plus and local Councils, to identify the number, type and duration of jobs that are available during the construction programme.
		1.2	AMK to agree process for offering potential roles to local people through JOBSnet and Jobcentre Plus
		1.3	AMK to hold local recruitment event and promote AMK vacancies, and vacancies of any sub-contractors
		1.4	Job vacancies to be posted on site notice board at site entrance
		1.5	AMK to interview local people meeting minimum job requirements
		1.6	AMK to review skills and vacancies at monthly meetings
2	AMK will offer 6 local apprenticeships during the Upgrade construction programme, together with at least 200 weeks of training for other local employees	2.1	AMK will work closely with the local Councils and JCP to seek potential candidates for the 6 local apprenticeships during the Upgrade. It is anticipated there would be 2 apprenticeships commencing in 2015/16, 2 commencing in 2016/17 and 2 in 2017/18.
		2.2	AMK to provide training for local employees during the Upgrade, estimated to comprise 200 weeks of training.
		2.3	AMK to provide 'work trials' – sector based work academies provide 6 weeks of skills training to provide pre-employment training, work experience and a guaranteed job interview.
3	AMK will employ at least 2 full time local workers through the offender rehabilitation programme during the Upgrade construction programme.	3.1	AMK to recruit at least 2 local offenders through the offender rehabilitation programme.
		3.2	Subject to normal performance review, the 2 postholders to be retained during the construction programme.

		3.3	Subject to normal performance review and normal levels of future work, the 2 postholders to be offered posts on other Murphys projects on completion of the Deephams Sewage Works Upgrade project.
4	Thames Water and AMK will publicise access to their respective apprenticeship schemes through Enfield JOBSnet, Jobcentre Plus and through LBE's Project Monitoring Team who in turn will disseminate to other councils.	4.1	Details of Thames Water and the AMK (Aecom, Murphy and Kier) Apprenticeship schemes will be provided to the local Councils and JCP to enable potential local applicants to apply for an apprenticeship place. In 2014 Thames Water appointed 30 apprentices, 21 of whom are electrical and ICA technical trainees, and 9 are mechanical and electrical trainees. Numbers of entrants for 2015 have not yet been confirmed.
5	Thames Water and AMK will publicise access to their respective graduate entry schemes through Enfield JOBSnet, Jobcentre Plus and through the local Councils	5.1	Details of Thames Water and the Aecom, Murphy and Kier (AMK) graduate entry schemes will be provided to the local Councils and JCP to enable local graduates to make applications for entry onto the programmes.
6	AMK will make best endeavours to redeploy construction workers to other projects to maximise opportunities to sustain employment.	6.1	AMK will use best endeavours to redeploy construction workers to other projects on cessation of their roles on the Upgrade. This will be achieved in close consultation with the employees involved, including through the use of exit interviews.
7	AMK will provide a desk space and IT connections within the Team Deephams site construction offices for a representative of Enfield JOBSnet and/or Jobcentre Plus and/or the local Councils during the Upgrade construction programme, to facilitate close liaison on local employment matters with the AMK construction team.	7.1	A desk and appropriate telephone and IT connection points to be made available on a dedicated basis within the Team Deephams site construction offices, for use by LB Enfield, Jobcentre Plus and/or local Councils.
		7.2	Meeting room / interview room to be made available at site offices as required for interview or other training use.
8	Thames Water and AMK will work closely with the local Councils to promote educational opportunities through the construction of the Deephams Sewage Works Upgrade project.	8.1	5 STEM ambassadors will be trained to deliver talks to local schools and colleges during the Upgrade project.
		8.2	Support the Business and Education in Enfield (BEE) and similar programmes
		8.3	TW Network Challenge – facilitated by employee volunteers this game requires young people to design and build a water network for a town. Once the network is built they can then test it with water. Messy and fun yet delivers key business messages and gets the children to think carefully about the challenges we face. To be promoted as an option at Enfield secondary schools

		8.4	Work placements – Give Someone a Start programme, aimed at 80 young people who have finished school/college and are unemployed and struggling to find any work experience across the Thames Water catchment. Young people from Enfield can be offered a placement. If a placement is successful we plan on working with HR to extend our offer to the young person through the emerging traineeship programme
		8.5	Consider 'Open House London' and other initiatives. Currently, Thames Water opens King George V reservoir pump house as part of London Open House weekend and visitors get to see the unique engines within the building. Consideration will be given to the potential to open Deephams up to guided visits over the weekend too, subject to operational and health and safety restrictions.
9	Thames Water, AMK and its sub-contractors will use reasonable endeavours to source materials and services locally during the construction programme	9.1	3 month advance lookahead of potential procurement opportunities to be shared with local Councils and North London Chamber of Commerce.
		9.2	Liaison to be made with Local Councils and North London Chamber of Commerce to identify lists of local suppliers – such lists to be made available to Thames Water, AMK and sub-contractors.
		9.3	Regular 'Meet the Buyer' event to be held locally.
		9.4	Local suppliers to be given opportunity to secure places on any frameworks or other agreements for the provision of services and facilities.
10	Thames Water will publicise details of any future operational staff vacancies, and access to its apprenticeship and graduate schemes, through Enfield JOBSnet, Jobcentre Plus and through the local Councils.	10.1	Thames Water will work closely with local Councils and JCP to ensure that vacancies are advertised and notified locally to encourage local applicants for staff vacancies, apprenticeships and graduate schemes.
11	Thames Water will work closely with the local Councils to promote educational opportunities through the operation of the completed Upgrade project, and the use of the on site Thames Water classroom facility and educational trail.	11.1	Educational visits will be hosted by the Thames Water education team. Visits will combine a tour of the operational works followed by a selection of workshops in the onsite educational facility. Whilst on site the children will learn about the water cycle including using water wisely, the sewage treatment process and energy production. Minimum six per year.
12	Thames Water will thereafter use reasonable endeavours to source materials and services locally for use in the operation of the Deephams Sewage Works.	12.1	Liaison to be made with Local Councils and North London Chamber of Commerce to identify lists of local suppliers – such lists to be made available to Thames Water, AMK and sub-contractors.

		12.2	Local suppliers to be given opportunity to secure places on any framework or other agreements for the provision of services and facilities.
13	Quarterly progress and review meetings to take place at Deephams Sewage Works Upgrade site construction offices to ensure close co-operation and liaison on employment and skills matters.	13.1	A quarterly progress and review meeting will be held, involving representatives from Thames Water, AMK, local Councils, JCP, North London Chamber of Commerce and any other relevant organisations. The meeting will review progress on the implementation of the Strategy, including monitoring the numbers, skills, and geographic locations of workers employed on the project.
14	A written post completion review will be undertaken, including seeking the views of Thames Water, AMK, the Councils and their partner organisations, and a report on the effectiveness of the Strategy will be submitted to the Councils within 3 months of the completion of the project.	14.1	Following completion of the Upgrade construction process, a written report on the effectiveness of the Strategy will be produced as a draft for Thames Water, AMK, the local Councils, JCP and North London Chamber of Commerce to review and comment on. The final report will be made available to all these organisations, to inform future local employment strategies and initiatives.

Annex 3 - Key Contacts

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London Borough of Haringey	Business Support and Economic Regeneration Haringey Council, Civic Centre, High Road, Wood Green, London, N22 8LE economic.regeneration@haringey.gov.uk Tel: 020 8489 2972
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	Forest Road Walthamstow E17 4JF Tel: 020 8496 3000
Broxbourne Borough Council	Bishops' College Churchgate Cheshunt EN8 9XQ Tel: 01992 785555
Epping Forest Council	Civic Offices High Street Epping Essex CM16 4BZ Tel: 01992 564000
Skills Funding Agency	Skills Funding Agency Cheylesmore House Quinton Road Coventry CV1 2WT
The Waltham Forest Construction Training Centre	The Waltham Forest Construction Training Centre Hollydown Way Leytonstone E11 4DD
Barnet & Southgate College	Training for London Barnet and Southgate College Wood Street Barnet EN5 4AZ T: 020 8266 4333
The College of Haringey, Enfield and North East London	The College of Haringey, Enfield and North East London High Road London N15 4RU T: 020 88023111

Annex 4 Example of format for quarterly monitoring report

QUARTERLY DIVERSITY MONITORING REPORT

<Insert Quarterly Period>

Client: LBE

Produced By: Thames Water/AMK

Version Date: <Insert Date>

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OBJECTIVE

This report offers a summary of the key statistics relating to our labour recruits from the local area (local being defined by LB Enfield as the areas of the following Councils – Enfield, Haringey, Waltham Forest, Broxbourne and Epping Forest) for the last quarter; <insert period> respectively.

AMK SITE PERSONNEL BREAKDOWN

Breakdown of the total number of personnel on the Deephams project (at time of report):

Number of Subcontractors	
Number of AMK Personnel	
Total number of Personnel on Deephams Project	

*From current residential address data it appears that **x individuals** of the above total number of Personnel on the Deephams Project are Local Residents (x% in total).*

AMK & LOCAL BOROUGHGS

Number of Local Residents

Number of Local Residents employed from <Insert Period>:

Number of Local Residents Employed	% of Local Residents Employed in total
x (out of x)	x%

<INSERT PIE CHART SHOWING BREAKDOWN>

Age of Local Residents

Age range of Local Residents employed from <insert period>:

Age	No. of Residents
16-19	
20-24	
25-29	
30-39	
40-49	
50-59	
60+	
Not Stated	

<insert Chart showing breakdown>

Duration of Local Residency

Length of time Local Residents employed from <insert period> been living or lodging in Local Area:

Duration	No. of residents
0-6 months	
7-12 months	
1-5 years	
5 years +	
Not Stated	

<Insert Chart Showing Breakdown>

Permanent Residency

Number of Local Residents employed from <insert period> that have permanent Local Residency:

Permanent Local Resident	No. of Local Employees
Yes	
No	
Not stated	

<Insert Chart Showing Breakdown>

Employment Status

The previous employment status of Local Residents employed from <insert period>:

Previous Employment Status	No. of Local Residents
Working	
Unemp 1 yr	
Unemp 1-2 yrs	
Unemp 2-5 yrs	
Unemp 5-10 yrs	
Unemp 10 yrs +	
Studying	
Not Stated	

<Insert Chart Showing Breakdown>

DIVERSITY STATISTICS OF LOCAL RESIDENTS IN EMPLOYMENT

Disability Statistics

Number of Local Residents employed from <insert period> who consider themselves to have a disability:

Disability	No. Of Local Residents
Yes	
No	
Prefer Not To Say	
Not Stated	

<Insert Chart Showing Breakdown>

Ethnicity Statistics

Ethnicity of Local Residents employed from <insert period>:

Ethnicity	No. of Local Residents
White British	
White British - Other	
White Irish	
Asian or Asian British - Indian	
Asian or Asian British - Pakistani	
Mixed White	
Mixed Other	
Other	
Not stated	

<Insert Chart Showing Breakdown>

Nationality Statistics

Nationality of Local Residents employed from <insert period>:

Nationality	No. of Local Residents
English	0
Irish	0
British	0
French	0
Romanian	0
Indian	0
Not Stated	0

<Insert Chart Showing Breakdown>

Sexuality Statistics

Sexuality of Local Residents employed from <Insert period>:

Sexuality	No. of Local Residents
Lesbian	
Homosexual	
Bisexual	
Transsexual	
Heterosexual	
PNTS	
Not stated	

<Insert Chart Showing Breakdown>

ROLES HELD BY LOCAL RESIDENTS

Breakdown of the types of roles held by Local Residents employed from <insert period>:

Job title	No. of Local residents per role
Steel Erector	
Crane Operator	
Dumper Driver	
Foreman	
MEICA Installation Manager	
Receptionist	
Demolition	
Senior Technician	
Forklift Operator/Driver	
Mechanic	
Graduate Engineer	
Not Stated	

Job Roles by Skill Classification

<Insert Chart Showing Breakdown>

APPRENTICESHIPS/TRAINEESHIPS HELD BY LOCAL RESIDENTS

Breakdown of Apprenticeships/Traineeships held by Local Residents employed on Deephams Project

Total Number of Apprentices/Trainees	
Total Number Commencing Apprenticeship/Traineeships	
Total Number Completing Apprenticeship/Traineeships	

<Insert Chart Showing Breakdown>

Breakdown of Apprenticeships/Traineeships held by Local Residents by Borough:

Borough	Total number of Apprentices/Trainees
Enfield	
Haringey	
Waltham Forest	
Broxbourne	
Epping Forest	

<Insert Chart Showing Breakdown>

Breakdown of Destination of employees from Apprenticeships coming to end in the period.

Destination	Total number of Apprentices/Trainees
Retained on Deephams project	
Employed elsewhere within AMK	
Employed elsewhere within Thames Water	
Employed elsewhere (not stated)	
Unemployed	
Further training / education	
Not stated	

OVERALL EMPLOYMENT OF LOCAL RESIDENTS ON DEEPHAMS PROJECT

NB: Aggregate figures to updated on quarterly basis

Breakdown of Employment of Local Residents on Deephams Project

Total Number of Local Residents Employed on Deephams Project	
% of Overall Employment on Deephams Project	

<Insert Chart Showing Breakdown>

Breakdown of Employment held by Local Residents by Borough:

Borough	Total number of Employees
Enfield	
Haringey	
Waltham Forest	
Broxbourne	
Epping Forest	

<Insert Chart Showing Breakdown>

Employment Status

The previous employment status of Local Residents employed on Deephams Project:

Previous Employment Status	No. of Local Residents
Working	
Unemp 1 yr	
Unemp 1-2 yrs	
Unemp 2-5 yrs	
Unemp 5-10 yrs	
Unemp 10 yrs +	
Studying	
Not Stated	

<Insert Chart Showing Breakdown>

Duration of Employment

(NB: to be included after 1 year of project commencing)

Total length of time Local Residents employed on Deephams Project:

Duration	No. of residents
0-3 months	0
4-6 months	0
6-12 months	0
1 -2 years	0
2 years +	0

<Insert Chart Showing Breakdown>