



Lancashire Central Employment Skills Statement

July 2022

Application for Outline Planning Permission
On behalf of Maple Grove Developments and Lancashire County Council



Lancashire Central, Cuerden Site Employment Skills Statement



**Lancashire County Council and Maple
Grove Developments Ltd**

May 2022



Lancashire Central, Cuerden Site Employment Skills Statement

1. Introduction

1.1 This Employment Skills Statement is submitted to Lancashire County Council (LCC) as part of a hybrid planning application by Maple Grove Development Limited (MGD) and Lancashire County Council (“the Applicant”) for a major employment led, mixed-use development.

Figure1. Site Location and Red Line Boundary



Source: LCC - <https://lancashirecentral.co.uk/#home>

1.2 The application site extends to 65 hectares and comprises land to the south of the M65, to the west of A49 Wigan Road, and east of Stanifield Lane and has previously been known as the Cuerden Strategic Employment site. The application site is referred to as the Cuerden Strategic site within the local policy framework.

1.3 This Statement sets out:

- The employment skills context and strategic priorities which will inform employment skills planning for the development; and
- The parameters for producing and taking forward Employment Skills Plans for the site.

2. Proposed Development

- 2.1 The development framework plan application proposes a major employment led mixed-use development of the application site. The site aims to deliver significant economic and employment benefits for the people of Lancashire.
- 2.2 The proposals include:
- The delivery of new employment floorspace on a key strategic development site with direct access to the motorway network, providing opportunities for existing businesses to grow and flourish, and to attract new business to the area
 - Provision for other commercial uses which will support the wider employment function of the area
 - The provision of up to 116 additional homes, contributing to the supply of new homes and providing a significant boost to the local economy through increased expenditure in the local area
 - Significant investment in infrastructure, including highways, pedestrian/cycle routes, public transport improvements
 - Environmental infrastructure, which also supports the health and wellbeing agenda including planting and green space, ponds and open drainage features
- 2.3 The development framework plan proposals outlines key phases of development (development zones A-E) as well as a number of specific and broad based end uses for specific sites/plots and quantum of floorspace at Lancashire Central as outlined in Tabel 1 below.

3. Form of Application

- 3.1 The application takes the form of a 'hybrid planning application', with outline planning permission sought for all elements, except access points and a proportion of core green infrastructure, which will be in detail.
- 3.2 Detailed development proposals for each plot will then follow through a series of separate applications for 'Reserved Matters'. The outline elements will be supported by a set of Parameter Plans and a Design Code document that will control future reserved matters applications.
- 3.3 The submitted Parameter Plans define the principles of development sought within the planning application which cover the following:
- Application Site Boundary
 - Scheme Development Plots
 - Uses and Quantum of Development
 - Maximum Building Heights;
 - Vehicle, Pedestrian and Cycle Access Routes; and
 - Strategic Landscaping
- 3.4 The Design Code document details the major elements of land use, layout, form and scale, maximum and minimum floor-space quantum and other key

development principles. Once approved, these will provide a basis for future Reserved Matters submissions.

- 3.5 The site will be developed in phases and the quantum of development and distribution across the site will be as set out in the table below.

Table 1. Overview of Development Parameters

Zone	Use Class	Max GIA (sqm)	Max Plot Size (sqm)
A	Retail (E(a))	4,000	30,000
	Hotel (C1)	2,500	
	Gym (E(d))	1,000	
	Food, Drink & Drive-Through Restaurant (E(b)/Sui Generis Drive-Through)	800	
	Car Sales (Sui Generis)	4,000	
	Creche (E(f))	500	
	Health Centre (E(e))	1,500	
	Employment (B2 B8, E(g)(i-iii))	25,000	
	Business (E(g)(i-iii))	4,000	
	B	Employment (B2, B8, E(g)(i-iii))	
Business (E(g)(i-iii))		5,000	
C	Employment (B2, B8, E(g)(i-iii))	18,000	18,000
	Business (E(g)(i-iii))	5,000	
	Leisure Centre (E(d), F1(e), F2(b))	13,000	
D	Employment (B2, B8, E(g)(i-iii))	47,000	47,000
	Business (E(g)(i-iii))	5,000	
	Leisure Centre (E(d), F1(e), F2(b))	13,000	
E	Residential (C3)	116 homes	116 homes

4. Employment Skills Context

Employment Skills and Planning Policy

- 4.1 The scale of the proposed development at the Lancashire Central site presents significant employment potential both in terms of construction and business generation. Both planning and economic policy recognise this and seek to maximise opportunities for local jobs growth, skills development and social value.
- 4.2 Based on the National Planning Policy Framework (NPPF) and its emphasis on achieving sustainable economic growth; Local Plan policies relevant to the Application Site recognise the importance of employment skills.
- 4.3 The Central Lancashire Core Strategy Policy 15; Skills and Economic Inclusion sets out that developers will “improve skills and economic inclusion by:
- a) Working with existing and incoming employers to identify skills shortages;
 - b) Liaising with colleges, training agencies and major local employers to develop courses and life-long learning and increase access to training, particularly in local communities that are the most deprived in this respect; and

- c) Encouraging knowledge based businesses and creative industries associated with the University of Central Lancashire to enable graduate retention”.
- 4.4 The South Ribble Local Plan (July 2015) sets out policies to deliver economic prosperity and provide major sites for development, including Cuerden Strategic (Lancashire Central) Site.
- 4.5 The Central Lancashire Employment Skills Supplementary Planning Document (September 2017) has been driven by Preston, Chorley and South Ribble Councils’ aspiration to see additional benefits (known as social value) incorporated into their housing and other development opportunities. Integrating social value at the planning stage of a project can result in significant ‘added value’ benefits to the residents of Lancashire, particularly in the area of employment and skills (to which the SPD relates). It will also contribute to the Lancashire Employment and Skills Strategic Framework, which details the employment and skills needs within Lancashire

Strategic Approach to Employment Skills in Lancashire Lancashire Strategic Economic Plan and City Deal

- 4.6 In recent years Lancashire Enterprise Partnership (LEP) has provided Lancashire’s overarching economic framework through Lancashire’s Strategic Economic Plan (SEP). This sets out an ambitious growth programme for Lancashire focusing on an “Arc of Prosperity” running through the County. This includes Central Lancashire within which the Cuerden (Lancashire Central) site is located. By focussing on identified key sectors and the economic and spatial relationships between them, the SEP seeks to create 50,000 new jobs, 40,000 new houses and add In 33 billion of additional economic activity to the Lancashire economy over a 10 year period. It creates an over-arching framework for economic success and is currently delivering an integrated package of infrastructure, investment and skills and employment priorities.
- 4.7 SEP identified sector priorities include advanced engineering and manufacturing; energy and environment; professional, financial and business services; creative; digital media and ICT; logistics and visitor economy. In the context of Preston and South Ribble there is a further leading sector – construction.
- 4.8 The construction sector has a workplace employment figure of over 18,000 accounting for 9% of all employment across the local authorities. Whilst Preston and South Ribble authorities account for 29% of Lancashire’s employment across all sectors, in the case of construction they account for 47%. Construction is a highly labour-intensive sector and it is important to ensure that whenever possible these jobs are secured by local people.
(source: ONS, Business Register and Employment Survey, 2021)

Economic Significance of the Cuerden Strategic Site

4.9 The Lancashire Central site is one of the most significant economic development sites in Lancashire. The Development Framework Plan proposals for the site represent a multi-million-pound investment. Referenced within Lancashire's 2021 Independent Economic Review bringing forward this site is essential for Lancashire's post Covid-19 recovery and longer term sustainable growth strategy.

Construction Phase Benefits

- 4.10 Given the scale and the mix of uses proposed at the site, as well as the infrastructure requirements, there will be significant construction employment and construction supply chain opportunities arising throughout the site's development phases.
- 4.11 It is estimated that around 2,300 full-time equivalent (FTE) person years of construction employment could be supported, both on-site and off-site in the construction supply chain. Based on a development period of approximately 8 years, this equates to an average of around 300 FTE temporary construction jobs each year.
- 4.12 These construction jobs will comprise of on-site along with off-site pre-fabrication and supply chain roles through the various tiers of the supply chain.

Occupation Phase Benefits

- 4.13 Based upon the proposed phased development and potential end uses, the assessment shows that a fully developed and occupied site would support between 2,200 and 5,600 FTE jobs. This level of employment would support between £95m and £390m of GVA per annum for the Central Lancashire economy.
- 4.14 The table shows the estimated breakdown of these impacts by each of the zones, with Zone B generating the greatest impact.

Phase	FTE Jobs		GVA	
	Low	High	Low	High
Phase A	400	1,200	17	78
Phase B	900	2,100	39	153
Phase C	200	800	11	46
Phase D	600	1,600	28	112
Phase E	0	0	0	0
Totals	2,200	5,600	95	390

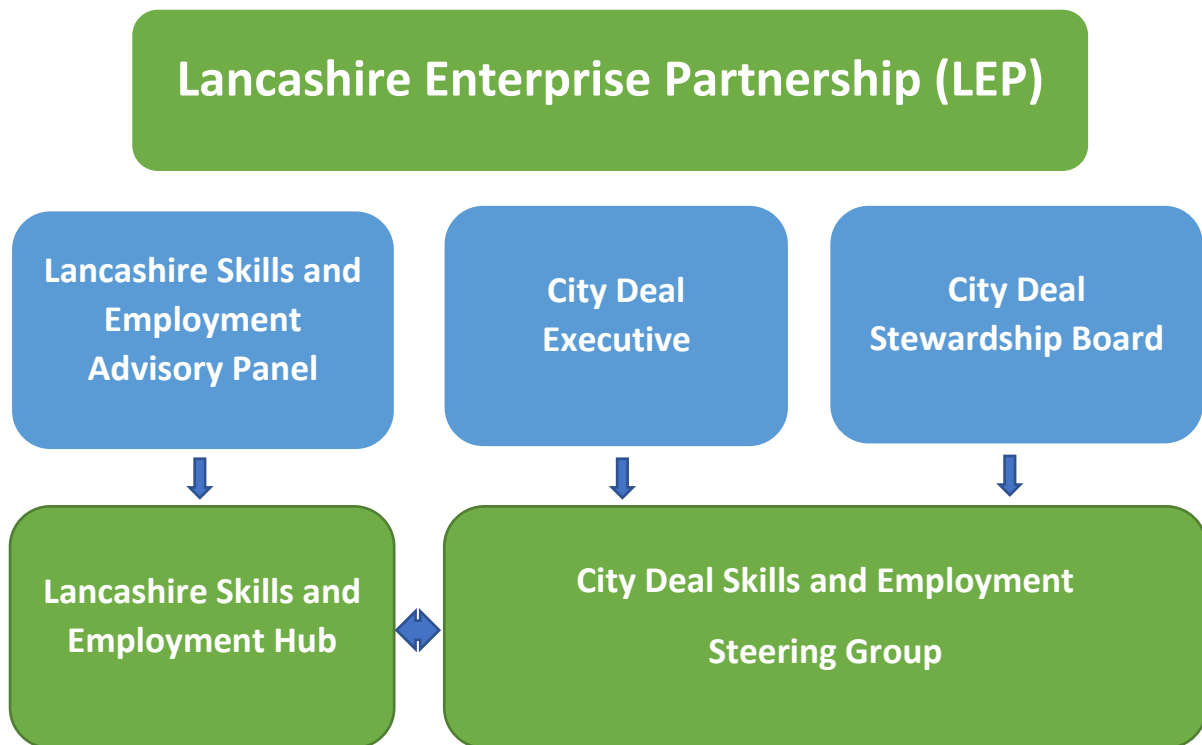
Role of Employment Skills

- 4.13 Both the SEP and City Deal recognise that creating sustainable skills and employment to drive prosperity is critical to Lancashire's future growth, and

the well-being of it's communities. The Lancashire Skills and Employment Advisory Panel (previously the Skills and Employment Board) together with the Lancashire Skills and Employment Hub support the work of the LEP and the Local Authorities to drive skills and employment priorities across Lancashire.

- 4.14 The City Deal Executive brings together partners to drive the work of the City Deal, with a City Deal Skills and Employment Steering Group. The work of these bodies is inter-related and together they provide the employment skills framework and priorities to support the employment skills planning of the Cuerden development. The City Deal Executive comprising the Leaders and Chief Executives of Lancashire County Council, South Ribble Borough Council and Preston City Council, the LEP and the HCA has oversight and ownership of implementing the City Deal Skills Action Plan.

Skills and Employment LEP and City Deal Structures



The Skills and Employment Advisory Panel Board members are senior leaders in Lancashire across the public and private sector.

Skills and Employment Advisory Panel	Amanda Melton Principal and Chief Executive, Nelson and Colne College
Bev Robinson Principal and Chief Executive of Blackpool and The Fylde College	Neil Conlon Business Development Manager & Shareholder, Conlon Construction
Lindsay Campbell Partner / Director - Campbell & Rowley's Catering and Events Ltd	Gareth Lindsay Managing Director at North Lancs Training Group (NLTG)
Ruth England Head Teacher, Shuttleworth College, Burnley	Liz Tapner Chief Executive Officer, Social Enterprise Lancashire Network (SELNET)
Edwina Grant OBE Executive Director of Education and Children's Services	Peter Caney Head of Service Innovation, Projects & Future Capability - BAE Systems PLC
Stephen Sykes Low Carbon Programme Manager - East Lancashire Chamber of Commerce	Nicola Mortimer Operations Director, Milliamp Technologies
Kate Quinn Director of HR and OD at East Lancashire Hospitals NHS Trust	Neil Shaw Chief Executive of Rossendale Borough Council
Alison Robinson Chief Executive & Principal, Myerscough College	Wendy Robinson Pro-Vice-Chancellor, Education at Lancaster University
Clr Karen Buckley Council Leader Chairman of Finance & Democracy Committee	Mark Allanson Pro Vice Chancellor - Edge Hill University

The chair of the Skills and Employment Advisory Panel is Amanda Melton, Principal & Chief Executive of Nelson & Colne College Group.

City Deal – Skills and Employment Governance



Central Lancashire Employment Task Force

Employer Support Route Map



5. Social Value

5.1 In addition to the economic and planning drivers, the approach to employment skills planning in Lancashire is also informed by priorities for securing social value. Embedding social value principles into projects, businesses and investments enables meaningful benefits to be achieved for local communities. Social Value is about creating employment, supporting the development of training and skills and buying goods and services from local providers.

5.2 Lancashire Enterprise Partnership have successfully embedded Social Value within their key infrastructure investment programmes through the adoption of a LEP wide Social Value Framework. The framework utilises the National Themes Outcomes and Measures to embed social value within the procurement, monitoring and evaluation of projects across the LEP's project and programme portfolio including the Growth Deal, City Deal, Boost business support and Rosebud Business Finance programmes.



5.3 The framework utilises indicators drawn from the National Social Value Themes Outcomes and Measures (TOM's) which allows the attribution of financial values for a range of outcomes which are derived from Government Office Green Book unit cost values (see Appendix 4).

5.4 The framework provides target outputs against a number of measures which are informed by the Lancashire Employment and Skills Strategic Framework themes (Future Workforce, Inclusive Workforce and Skilled and Productive Workforce) including:

- Supporting careers education and information and/or curriculum development in schools and colleges
- Work experience placements for 15-18 year olds at Lancashire schools and colleges
- Providing undergraduate project placements and graduate internships to Lancashire's universities.
- Employment opportunities for Lancashire residents that are unemployed or from a disadvantaged background
- Work placements/trials for unemployed Lancashire residents.
- Business volunteers to mentor young people who are NEET ('not in education, employment or training')
- Creating/supporting apprenticeship opportunities (16–18-year old and adults).
- Commitment to workforce planning and investment in training of employees.
- Investment in leadership and management skills
- Community based projects
- Local procurement and commissioning, including SMEs and social enterprises

- 5.5 In developing these principles, the LEP has published a Social Value Toolkit to assist contractors and suppliers with the delivery of social value commitments. It outlines activities and good practice examples to guide added value activity.
- 5.6 The National Social Value Measurement Framework (the 'National TOMs') have also been adopted by South Ribble Council and will be used to embed Social Value in the Council's procurement process, and contract manage its delivery. The council has partnered with the Social Value Portal to help support and facilitate this process.

6. Lancashire Skills and Employment Strategic Framework

- 6.1 The skills and employment system is a key cross cutting enabler, underpinning sector development and growth, inward investment and the development of employment sites, individual business growth and social mobility.
- 6.2 Taking into account the economic and social value priorities referenced above the Lancashire Skills and Employment Strategic Framework identifies the critical issues for employment and skills in the county across the areas of employment growth and the Lancashire workforce, employability and skills and skills and employment provision.
- 6.3 Based on an understanding of these priorities, objectives and actions have been set out within the Strategic Framework. An overview of these is as follows:



Future Workforce: working with education and business to establish a talent pipeline and future workforce that meets the current and future demands of the local labour market.

Priorities:

- Excellent careers provision underpinned by Labour Market Intelligence
- Roll out of T levels & progression pathways to higher technical qualifications
- Digital careers of the future
- Supporting young people who are not in education, Employment of Training to reengage with learning and work



Inclusive Workforce: supporting unemployed and inactive residents into sustainable employment, driving up digital skills and embedding social value to 'level up' areas of Lancashire and accelerate inclusive growth.

Priorities:

- Boost employability & skills of unemployed & inactive, & support journey into work; particularly in disadvantaged areas

- Sector specific initiatives targeted at areas with labour market demand
- Raise digital inclusion
- Embed social value in commissioning, procurement and planning processes



Skilled & Productive Workforce: working with business to drive up skills in Lancashire's workforce to boost productivity, in-line with the needs of Lancashire's growth pillars.

Priorities:

- Apprenticeships aligned with business needs, alongside growth in higher level and degree apprenticeships
- Reskilling & upskilling the current workforce – with focus on digital skills to support technology adoption and growth pillars
- Leadership & management capacity in SMEs.
- Healthy workplaces



Informed Approach: taking an evidence-based approach to identifying the skills and employment issues facing Lancashire's businesses and industries, prioritising and influencing locally and nationally, and working with partners to identify best practice.

Priorities:

- Maintain insight by refreshing LMI and open-source toolkit
- Evidence based approach to prioritising, influencing and directing funds
- Collaboration with other LEPs and Mayoral Combined Authorities, and sharing of good practice
- Work with government to evaluate what works to influence future priorities and programmes

7. City Deal Employment and Skills Plan

7.1 While these are pan Lancashire priorities, the City Deal Skills and Employment Group recognises that they are all of relevance to enhancing the Central Lancashire Economy. Working with the City Deal Skills and Employment Steering Group and other partners within the City Deal Skills and Employment Governance Structure. City Deal Skills and Employment priorities as mapped to the wider Strategic Framework have been identified as:

- Provide the well qualified work force needed to support employment growth and meet replacement demand, with a special emphasis on Lancashire priority sectors.

- Support the development of the construction industry and supply chain in the City Deal area, working with local companies to strengthen skills training provision.
- Work with the construction industry, using procurement processes where appropriate to increase training and employment opportunities for young people and older workers and increase social value.
- Develop a skills, training and recruitment support package for employers taking up business space on the City Deal linked priority sites and premises, including Preston City Centre, the Enterprise Zone and Lancashire Central, as part of a broader support package.

Employment Skills Plans for the Lancashire Central Site

- 7.2 It is intended that developers and occupiers of the Lancashire Central site will produce and implement Employment Skills Plans in line with the planning, economic and social value priorities set out at all relevant levels, and in partnership with relevant stakeholders. These will set out the employment skills opportunities for both the construction phase of the development and those presented by the occupation and operation of the businesses. It is proposed that the need for the Employment and Skills Plans is set via a planning condition as each phase comes forward for development.
- 7.3 Taking into account the strategic and local priorities set out, the work of existing coordinators and stakeholders and the needs and priorities of developers and occupiers; each Plan will provide information on the employment and skills measures that will be provided for local people. While each plan will be developed individually and tailored to the particular organisation and activities it relates to.
- 7.4 As set out in the Central Lancashire Employment Skills Supplementary Planning Document (September 2017) each plan will provide information on the employment and skills measures that will be provided for local people. While each plan will be developed individually and tailored to the particular size, nature, duration and capital expenditure and end user, the following criteria will be considered:
- Creation of apprenticeships
 - Recruitment through Jobcentre Plus and other local employment vehicles.
 - Work trials and interview guarantees.
 - Vocational training (NVQ).
 - Work experience (14-16 years, 16-19 years and 19+ years)
 - Links with schools, colleges and universities
 - Use of local suppliers
 - Supervisor training
 - Management and leadership training.
 - In house training schemes
 - Construction Skills Certification Scheme Cards
 - Social Value outcomes

- 7.5 The scale and prominence of the Lancashire Central site is such that it provides the opportunity to be an exemplar for good practice in employment skills delivery. It is intended therefore that headline KPIs will reflect this ambition for the site. A large number of organisations will be involved in developing and operating the development in its entirety. These organisations will be required to work with the LPA, employment skills coordinators and any other relevant partners to agree, set and deliver challenging but realistic KPIs. Early engagement with operators and contractors will enable this to be taken forward and for the measures and activities to “read across” the site, where possible, in an integrated way.
- 7.6 The Eric Wright Group has a strong pedigree and track record of delivery against wide range of social value and employment & skills commitments and has set out headline KPIs (see Appendix 3). These provide a framework for building on and agreeing detailed measures and delivery profile.

8. Working with Existing Programmes Stakeholders and Groups

- 8.1 Many companies already have well established, and well-respected employment and training programmes. The provisions of these will be fully taken into account in developing Employment Skills Plans. Appendix 1 summarises some key initiatives from the Eric Wright Learning Foundation. As a Lancashire based business, Eric Wright Group (EWG) recognises the role it can play in reducing the skills gap within the construction industry. In addition, the Eric Wright Group is 100% owned by the Eric Wright Charitable Trust which means that all dividends from the profits of the Eric Wright Group are paid to the Charitable Trust which in turn funds good causes and charities all over Lancashire and the North West.
- 8.2 Data from the Eric Wright Group (August 2020) indicates that over 70% of labour on projects is sourced locally and almost 90% of their supply chain work packages are let to local businesses.
- 8.3 EWG is the parent group of Maple Grove Developments Ltd. Maple Grove Developments Ltd is the joint applicant and developer.
- 8.4 As set out in Section 4, key mechanisms for taking forward Employment and Skills initiatives are in place and continuing to develop through the Lancashire Skills and Employment Hub, the Lancashire Skills Pledge Partners (see below) and the City Deal Skills and Employment Steering Group. In addition to this the Central Lancashire Employment Task Force is an established group of more than 30 organisations taking forward local skills and employment initiatives (see Appendix 2).
- 8.5 To drive the take up of employment and skills initiatives across the county the Lancashire Skills Hub has developed the Lancashire Skills Pledge which provides businesses with one place to find out more information about employer facing skills and training initiatives.
- 8.6 The benefits of signing up to the Skills Pledge include;

- Opportunity for community engagement
- Verification of meeting Corporate Social Responsibility (CSR) goals
- Evidence of meeting social value outcomes
- Build your talent pipeline
- Widen your talent pool
- Develop skills – managing/mentoring/coaching, strategic thinking, public speaking and delivering activities
- Qualification and training opportunities
- Positive publicity
- Receive a digital Skills Pledge badge and certificate which you can use on your website, social media platforms etc. to evidence your commitment to inspiring and upskilling the people of Lancashire



8.7 The Skills Pledge provides a one stop shop to support business with the delivery of a wide range of employment and skills and social value commitments including:



Give an hour

Volunteer an hour or more to inspire young people in schools and colleges in your local community. Your unique industry knowledge and experience can make a difference to the options a young person considers for their careers.



Be an Enterprise Adviser

Volunteer and get matched to a school or college, to support their Senior Leadership Team to create inspirational and meaningful encounters for young people within the world of work.



Work Experience and Industry Placements

Offer industry placements and other work experience opportunities to college students.



Take on an Apprentice

End to end impartial advice and support to help you recruit an Apprentice or support existing staff to become an Apprentice, and make the Apprenticeship a success.



Become an Apprenticeship Ambassador

As either a current or former Apprentice, or manager of Apprentices, you will be supported to champion the benefits of Apprenticeships and market your Apprenticeship opportunities to future applicants.



Employ people who are out of work

Tailored training programmes based on your recruitment needs where the candidates put forward are already equipped with job specific skills required to excel in the role, saving time and money on recruiting new staff.



Upskilling your workforce

Funded bespoke support and training for your staff, with a flexible approach to delivery and a wide range of options to choose from.

8.8 Working, where appropriate, with these partnerships will allow companies and employers to make effective local linkages, build on existing work and improve employment skills outcomes for local people.

9. Monitoring & Reporting

9.1 Each Employment Skills Plan will include arrangements for the performance monitoring of the agreed measures, metrics and targets. These will be agreed with the City Deal Executive and LCC along with other relevant stakeholders.

- 9.2 LCC as the majority landowner in the site will provide a named Lancashire Central site Employment Skills Coordinator who will liaise with developers and occupiers, relevant groups and leads within the City Deal Skills and Employment Governance structure, the LPA and other relevant partners.
- 9.3 The broad role and scope of the Employment Skills Coordinator for the Cuerden Strategic Site will be as follows:
- Full time post until 2023/24.
 - Dedicated to the Lancashire Central site
 - Act as a point of contact for occupiers expressing an active interest in the site. This will include liaising with landowners, City Deal Skills and Employment leads, the LPA and other partners.
 - Support applicants in preparing detailed employment skills plans in liaison with key partners.
 - Monitor the implementation of identified actions and targets.
 - Coordinate common activities across the Employment Skills Plans and the site as a whole.
 - Work with the Lancashire County Council's public transport team to align Travel Plans and Employment Skills Plans.
 - Ensure Alignment with the LEP and City Deal Social Value toolkit ensuring appropriate actions are put in place on the basis of a social impact plan type assessment and monitored appropriately.

10.0 Proposed Conditions

(1) Employment Skills: Construction Phase

- 10.1 Prior to the commencement of each individual phase of the development hereby approved, an Employment Skills Plan (relevant to that phase) shall be submitted to and approved by the Local Planning Authority. The Employment Skills Plan shall follow the principles set out in the submitted Employment Skills Statement (May 2022) and shall include:
- Measures relating to the construction phase of the development.
 - Measures to ensure that the developer/contractor work with existing employment skills stakeholders and groups; and
 - Appropriate measures to encourage employment opportunities for local people.
- 10.2 Development shall be carried out in accordance with the agreed plan unless otherwise agreed in writing with the Local Planning Authority.

(2) Employment Skills: Operational Phase

- 10.3 Prior to the occupation of individual commercial building(s) , an Employment Skills Plan (relevant to that building/operator) shall be submitted to and approved by the Local Planning Authority. The Employment Skills Plan shall

follow the principles set out in the submitted Employment Skills Statement (December 2016) and shall include:

- Measures relating to the operation of the building(s);
- Measures to ensure that the operator works with existing employment skills stakeholders and groups; and
- Appropriate measures to encourage employment opportunities for local people.

10.4 The approved Operational Phase Employment Skills Plan shall be implemented prior to the first occupation of the individual commercial building(s) unless otherwise agreed in writing with the Local Planning Authority.

11. Conclusion

11.1 The Lancashire Central, Cuerden Site is one of the most significant economic development sites in Lancashire and is the single largest economic development site in the City Deal. It has the potential to create between 2,200 and 5,600 new local jobs in a wide range of positions together with around 2,300 full-time equivalent (FTE) person years of construction employment supported both on-site and off-site in the construction supply chain.

11.2 Lancashire, Central Lancashire and the City Deal have robust skills and employment priorities and mechanism in place to build upon. This employment skills statement and the proposed conditions above will help to ensure that as many opportunities as possible for employment and skills development are available for local people.

Appendix 1:

Eric Wright Group

ENVIRONMENTAL, SOCIAL & GOVERNANCE

Environmental

The Eric Wright Group is fully committed to reducing both its environmental impact and the contribution of all of its business units toward global warming and climate change.

In light of this, the Eric Wright Group has set an overall target of achieving net zero greenhouse gas emissions by 2030. This target has the full support of the board of directors, and forms part of our ongoing environmental commitment to reduce the impact of the built environment.

Whilst meeting this target will present a number of challenges for the Group, we are committed to ensuring the objective is achieved by 2030 through the implementation of various strategies across all the Group's activities, based on a mix of reduction and efficiency measures, as well as the use of reliable, verified offsetting schemes. The target keeps the company ahead of targets set by the UK government and ensures it will contribute toward the decarbonisation of a key business sector.

A number of EWG Group wide initiatives are identified below:

- ISO Policy and EMS requirements are applied to every contract EWG works on in accordance with our ISO 14001 accredited Environmental Management System.
- A guide to the EMS is available to all employees, called the Environmental Toolkit. This is an interactive PDF document with a series of links throughout the document to navigate to the relevant guidance / documents / templates / procedures / work instructions in the Management System.
- EWG create a site specific Environmental Management Plans to satisfy any planning conditions, along with Environmental Hazard Identifications and Risk Assessments and Site Waste Management Plans to ensure the environmental risks posed by any work we do are minimal and fully mitigated. All sites are managed to reduce environmental impact, and EWG has nominated 'Waste Champions' to champion the Site Waste Management Plan and waste reduction objectives
- Sites are set a target to achieve 95% diversion from landfill. EWG regularly achieves 99%
- Materials are responsibly and locally sourced wherever possible, with consideration of those with a high-recycled content and FSC certified timber. EWG will operate material re-use schemes wherever possible
- EWG's company-wide *Carbon Saver Gold* accreditation as well as *Water Saver* and *Waste Saver* accreditations have been achieved for several years and represent a continual decline in our carbon emissions, water use and waste production
- EWG is 100% renewable electricity

Social

At MGD our social value focus is to shift away from traditional CSR delivery, to working with clients and stakeholders in setting meaningful measurable targets that enhance the social impact that we create for our people and the communities in which we work, through our developments.

We have developed our social value strategy to focus on four key areas; **People, Planet, Place** and **Performance** – see below. Through the Lancashire Central development we will work with LCC (and other relevant stakeholders) in implementing the social value framework to deliver outputs based on our focus areas that work towards addressing LCC’s social value objectives of:

- Raise the living standards of local residents
- Promote equity and fairness
- Promote environmental sustainability
- Promote training and employment opportunities for the people of Lancashire
- Build the capacity and sustainability of the voluntary and community sector

PLACE	
Objective	Outcomes
Promote training & employment opportunities for the people of Lancashire	local people in to work
	Local supply chain
	Work with local schools, colleges and universities
Build capacity and sustainability of Voluntary and Community sector	Promote volunteering opportunities
	Support third sector through supply chain spend where possible

PEOPLE	
Objective	Outcomes
Raise the living standard of local residents	Learning & Development
	Equality, Diversity & Inclusion (Real living wage employer)
Promote equity and fairness	Supporting those who are disadvantaged
	Health & Wellbeing

Planet	
Objective	Outcomes
Promote environmental sustainability	Reduce emissions
	Bio Diversity
	Circular Economy – Reuse/Recycle



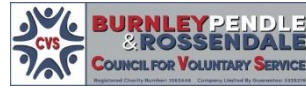
The successful **PERFORMANCE** of the development, underpinned by our social and environmental sustainability credentials, allows MGD to further support the Eric Wright Charitable Trust. The Eric Wright Group aims to donate £2m P/A to the Eric Wright Charitable Trust which through its charitable giving strategy creates additional social value by supporting numerous charities across Lancashire. A number of these are illustrated below:



Blackburn with Darwen



Community and Voluntary Service



Blackburn with Darwen carers service



Helping you to find a job

Help employers to find you

An Opportunity for You

The Employment Taskforce can direct you to the support and advice to help you along the path to employment. Whether you are looking for your first job; want to make a change; or have been made redundant; help is out there!

You may need extra skills and training to match what employers are looking for; or you may want to consider self-employment.

Help for Your Business

If you are an Employer the Employment Taskforce can help you to source, recruit and train the staff you need to grow your business.

Let the Employment Taskforce help you to take the next step, either as an individual or an employer.

Employment Taskforce Support

- Accessing jobs
- Learning new skills
- Careers Advice
- CV & Interview preparation
- Money management advice
- Redundancy support
- Self-employment advice
- Volunteering opportunities
- Work trials/work clubs
- Meeting employers' skill needs
- Bespoke pre-employment training
- Apprenticeship support
- Recruitment assistance
- Employment incentives
- Knowledge transfer projects

Working together to support the people of Chorley, South Ribble and Preston

1. Corporate Social Responsibility

KPI Measure	Description	Unit Measure
Apprentices	Measure the number of apprentice weeks worked (new and existing) employed on site by EWC and/or sub-contractors.	No. of Weeks Worked
Work Opportunities	Measure the number of work opportunity weeks worked created as a result of the project (EWC and/or sub-contractors)	No. of Weeks Worked
Work Placements	Measure the number of placement weeks worked which has been offered to unemployed local people.	No. of Weeks Worked
Work Experience	Measure the number of work experience weeks worked (from local Education establishments) weeks supported.	No. of Weeks Worked
Career Workshops / Talks	The number of career workshops, talks or site visits the site have supported.	No Carried Out
Community Support	Any work carried out in the local community which is outside the scope of contractual obligations.	No. of Hours
Community Support	Any work carried out in the local community which is outside the scope of contractual obligations with an associated cost.	Value (£)
Local Labour Participation	The percentage of workforce with a main residence within a 37 mile radius of the site.	Percent
Local Supply Chain Participation	The percentage of sub-contractor packages let to the local supply chain. Local is defined as within a 37 mile radius of the site.	Percent
Local Spend	The value of spend in the local area. Local is defined as within a 37 mile radius of the site.	Value (£)

Considerate Constructors	The score achieved as a result of a Considerate Constructors Monitor visit.	Monitor Visit Score
--------------------------	---	---------------------

2. Environmental

KPI Measure	Description	Unit Measure
CO2 Emissions Electricity Consumption	The amount of CO2 emissions produced from utility usage, fuel deliveries and miles travelled.	Tonnes
Waste Recycling	The percentage of waste removed from site that has been recycled.	Percent
Waste Skip Fill Management	The volume of skip space used.	Percent

3. Customer

KPI Measure	Description	Unit Measure
Client Satisfaction Survey	Satisfaction survey issued at end of project to determine levels of satisfaction.	Percent

Appendix 4. Example Lancashire Skills and Employment Framework Social Value Metrics

LANCASHIRE SKILLS & EMPLOYMENT FRAMEWORK							
Project							
Capex							
THEMATIC AREA	KPI NO	Metric	Indicator	Measure	Proxy £ (per output)	To date	Social Value
FUTURE WORKFORCE	1	Working hours committed from business volunteers to support careers education and information and/or curriculum development in schools and colleges in Lancashire per year.	No. of hours dedicated to support young people into work (e.g. CV advice, mock interviews, careers guidance) - (under 24 y.o.)	no. hrs*no. attendees	£94.28		
			Local school and college visits e.g. delivering careers talks, curriculum support, literacy support, safety talks (No. hours, includes preparation time)	no. staff hours	£14.43		
	2	Number of work experience placements for 15-18 year olds per year (based on a placement being one week) at Lancashire schools and colleges	No. of weeks spent on meaningful work placements or pre-employment course; 1-6 weeks student placements (unpaid)	no. weeks	£143.94		
	3	Number of undergraduate project placements per year offered to Lancashire's Universities.	Meaningful work placements that pay Minimum or National Living wage according to eligibility - 6 weeks or more (internships)	no. weeks	£143.95		
4	Number of graduate internships per year for graduates living in Lancashire	£143.95					
INCLUSIVE WORKFORCE	5	Number of employment opportunities offered to Lancashire residents that are unemployed or at a disadvantage e.g. ex-offenders.	No. of local people (FTE) employed on contract	no. people FTE	£27,632.80		
			% of local people employed on contract (FTE)	%	%		
			No. of employees (FTE) taken on who are long term unemployed (unemployed for a year or longer)	no. people FTE	£14,701.56		
			No. of employees (FTE) taken on who are not in employment, education, or training (NEETs)	no. people FTE	£12,442.91		
			No. of employees (FTE) taken on who are rehabilitating young offenders (18-24 y.o.)	no. people FTE	£14,701.56		
	No. of jobs (FTE) created for people with disabilities	no. people FTE	£12,769.68				
	6	Number of work placements or trails offered to unemployed Lancashire residents.	No of placement weeks	no. weeks	£143.95		
7	Working days committed from business volunteers to mentor NEET ('not in education, employment or training') people.	No. of hours dedicated to supporting unemployed people into work by providing career mentoring, including mock interviews, CV advice, and careers guidance	no. hrs*no. attendees	£94.28			

SKILLED AND PRODUCTIVE WORKFORCE	8	Number of apprenticeships (16-18 year old and Adults).	No. of apprenticeships on the contract that have either been completed during the year, or that will be supported by the organisation to completion in the following years - Level 2,3, or 4+	no. weeks	£168.04		
	9	Commitment to workforce planning and investment in training of employees.	No. of training opportunities on contract (BTEC, City & Guilds, NVQ, HNC) that have either been completed during the year, or that will be supported by the organisation to completion in the following years - Level 2,3, or 4+	no. weeks	£235.75		
	10	Investment in leadership skills					
COMMUNITY BENEFITS	11	Community based projects driven by the local communities in which the project is based.	Donations or in-kind contributions to local community projects (£ & materials)	£ value	£1.00		
			No hours volunteering time provided to support local community projects	no. staff volunteering hours	£14.43		
	12	Procurement and commissioning of local SMEs and social enterprises / third sector organisations	Total amount (£) spent in LOCAL supply chain through the contract.	£	£1.00		
			Total amount (£) spent through contract with LOCAL SMEs	£	£1.00		

Total Social Value Generated						£
-------------------------------------	--	--	--	--	--	----------