

SCHEDULE 9

EMPLOYMENT SKILLS AND TRAINING PLAN FRAMEWORK





EMPLOYMENT, SKILLS AND TRAINING PLAN FRAMEWORK

WEST MIDLANDS INTERCHANGE

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Glossary of Acronyms

BC LEP	Black Country Local Enterprise Partnership
CSCS	Construction Skills Certification Scheme
CWC	City of Wolverhampton Council
DCO	Development Consent Order
ESTP	Employment, Skills and Training Plan
FAL	Four Ashes Limited
JCP	Job Centre Plus
LEP	Local Enterprise Partnership
SCC	Staffordshire County Council
EFSG	Employment Fund Steering Group
SRFI	Strategic Rail Freight Interchange
SS LEP	Stoke-on-Trent and Staffordshire Local Enterprise Partnership
SSDC	South Staffordshire District Council
TTWA	Travel to Work Area
WMI	West Midlands Interchange

1 Summary of Relevant Parties and Commitments

Relevant Parties

1.1 The Relevant Parties with roles under this Framework are:

- 1.1.1 **Four Ashes Limited (FAL):** The Applicant and the Delivery Body for the Proposed Development.
- 1.1.2 **The Brokerage Coordinators:** Two people employed by SCC or SSDC whose salaries will be paid for by FAL under the terms of the Section 106 Agreement and who will be responsible for coordinating the brokerage system, collecting and analysing monitoring data and chairing the Employment Fund Steering Group.
- 1.1.3 **Tier One Contractor:** A main contractor working on any aspect of the construction of the authorised development who is directly contracted to any developer undertaking any part of the authorised development.
- 1.1.4 **First Time Occupier:** The first occupier to occupy each newly constructed warehouse.
- 1.1.5 **The Employment Partnership:** A group of stakeholders who will act as an advisory group that will provide guidance and industry knowledge to inform decision making by contractors, occupiers, the Brokerage Coordinator and other stakeholders with respect to skills development and training at WMI.
- 1.1.6 **The Employment Fund Steering Group (EFSG):** A decision-making body who will be responsible for directing the spending of the Employment Fund. The group will include the Senior Brokerage Coordinator (chair and non-voting party); FAL (voting-party); Occupier representative (non-voting party); SDC and SCC (voting-party with one vote between them) and CWC (non-voting party).

Commitments

1.2 FAL makes the following commitments in relation to the implementation of the DCO:

- 1.2.1 **Proactively work with SSDC, SCC, other relevant authorities¹** and their chosen partners to implement this ESTP Framework which supports residents into training and work during both construction and operation.
- 1.2.2 **Meet with the Brokerage Coordinator(s)** at least one month in advance of tendering for the Tier One construction contract to undertake planning relating to the setting up of the Brokerage System.
- 1.2.3 **Require each Tier One Contractor and each first-time Occupier to sign up to the Occupier/Contractor Charter and agree a bespoke ESTP.**

¹ Including, but not limited to, South Staffordshire's Work Clubs, Job Centre Plus, Department for Work and Pensions, LEPs, other City, District and County Authorities within the TTWA.

- 1.2.4 Require each Tier One Contractor and each first-time Occupier to agree a **monitoring & reporting methodology** with the Brokerage Coordinator.
 - 1.2.5 Provide direct funding of **£1.29 million** to support the "**Brokerage Coordinator(s)**."
 - 1.2.6 Provide direct funding of **£1.7 million**, known as the "**Employment Fund**" to support activities to get local people into work at WMI.
 - 1.2.7 Provide an additional £1.56 million "**Contingency Employment Fund**" to be triggered if fewer than 12% of employees at WMI come from a period of unemployment or economic inactivity (monitored and assessed as set out in Section 5 of this Framework).
 - 1.2.8 Set up an **Employment Fund Steering Group** to direct and manage the spending of the Employment Fund and the Contingency Employment Fund.
 - 1.2.9 Establish the **WMI Employment Partnership** which includes local public, private and education sector representatives. Details are set out in Section 6 of this Framework².
- 1.3 FAL will require each Tier One Contractor and first time Occupier to make the following commitments in relation to the implementation of the DCO:
- 1.3.1 Sign up to the Occupier/Contractor Charter and agree a bespoke ESTP
 - 1.3.2 **Implement the bespoke ESTP (based on the Structure set out in Appendix 3)** to make progress towards the 15 aspirations and targets established in the Framework ESTP.
 - 1.3.3 Agree and implement a **monitoring & reporting methodology** with the Brokerage Coordinator.
- 1.4 SSDC and SCC will have the following roles in relation to the implementation of the DCO:
- 1.4.1 Spend the agreed £1.29m of funding solely to pay the salaries of the two Brokerage Coordinator posts (as specified in this Framework) unless otherwise agreed between SSDC, SCC and FAL in writing.
 - 1.4.2 Sit on the Employment Fund Steering Group.
 - 1.4.3 Be a member of the WMI Employment Partnership.
- 1.5 FAL expects other stakeholders will:
- 1.5.1 Engage in the Employment Partnership to provide guidance and advice.
 - 1.5.2 Engage with the Brokerage Coordinators to deliver skills and training services.

² FAL's representatives have already met with the Local Enterprise Partnerships, Wolverhampton University, recruitment agents, the J2 Steering Group and South Staffordshire College to establish the principles of and interest in the Employment Partnership. The concept has been positively received.

2 Introduction

About this Framework

- 2.1 This document sets out the Employment, Skills and Training Plan (ESTP) Framework for the proposed West Midlands Interchange (WMI) development in South Staffordshire. It has been agreed between Four Ashes Limited (FAL), South Staffordshire District Council (SSDC) and Staffordshire County Council (SCC).
- 2.2 It sets out employment and career development opportunities arising from the development and the Applicant's plan to work with contractors, occupiers and local partners to maximise the potential for local people to access these opportunities.
- 2.3 This document sets out:
 - 2.3.1 What FAL will be committed to, including financial obligations of between £2.99 million and £4.55 million, with regards to supporting local people into work.
 - 2.3.2 What FAL will ensure their contractors and occupiers will commit to.
 - 2.3.3 What the Local Authorities will commit to do (in partnership with the public, charity and education sectors).

Background and Local Context

- 2.4 FAL has engaged with SSDC, SCC, The City of Wolverhampton Council (CWC), the three local LEPs, the i54/J2 Steering Group, Wolverhampton University, South Staffordshire College and local recruitment agencies in the process of drawing up this framework ESTP and comments and views of these stakeholders have been considered.
- 2.5 At this stage in the Application process, FAL does not yet know who their construction contractors or occupiers will be. Contractors and occupiers will start to come on board after the Development Consent Order has been approved.
- 2.6 During construction a range of construction methodologies could be used, each with different skill and employment profiles.
- 2.7 The proposed operational floorspace would be high specification, modern warehousing with the potential for very large floorplates. This space would be suitable for a wide range of potential occupiers from major online and store-based retailers (food and non-food retail) to suppliers of components for manufacturing. There may be both slow moving and fast-moving goods, which will affect the number and type of jobs supported by each occupier and their skills needs.
- 2.8 Any approach to training and employment must be flexible enough to deal with this range of potential contractors/occupiers and to respond to how skills needs could change over time.
- 2.9 This ESTP Framework allows for flexibility in how employment and training initiatives can be implemented in the future. Under the terms of this Framework, Each Tier One Contractor³ and each Occupier⁴ will deliver

³ A Tier One Contractor is a main contractor working on any aspect of the construction of the authorised development who is directly contracted to any developer undertaking any part of the authorised development.

⁴ An occupier of the warehousing comprised in the authorised development.

its own bespoke ESTP that suits their needs, as long as it is based on the aspirations, targets and charters set out in this Framework.

planning and legal context

- 2.10 West Midlands Interchange will be a Strategic Rail Freight Interchange (SRFI). Full details about the proposals and the planning process are set out in the suite of documents in the Development Consent Order Application.
- 2.11 This Employment, Skills and Training Plan (ESTP) Framework is to be appended to the Section 106 Agreement which will include obligations to ensure it is complied with.
- 2.12 Whether or not to approve the Application for the DCO will be decided by the Secretary of State for Transport. Staffordshire County Council and South Staffordshire District Council will be signatories to the Section 106 Agreement. The City of Wolverhampton Council will not be a signatory but is a key stakeholder and has been consulted throughout the pre-application process and by virtue of the obligations in this document will remain involved.
- 2.13 For the purposes of monitoring the outcomes of this framework, data from Staffordshire County, South Staffordshire District and The City of Wolverhampton will be utilised.

Scale of job creation

- 2.14 WMI would support up to an estimated 8,550 jobs when fully operational. Based on current high-level estimates there could be up to an additional 230 construction jobs at any one time on-site over the 15-year construction period – although projections of construction jobs are highly sensitive to construction methodology and delivery rate, details of which are clearly not known at this stage. Estimates for both construction and operational jobs are based on the information available at the time of the Application and may be subject to revision as more detail about the construction methodology and future occupiers is confirmed, although the evidence supports the estimates as set out.
- 2.15 Details about how the job forecasts have been arrived at and the transport assessment work that has informed the Travel to Work Area are set out in the Labour Market Context report and Supplementary Information contained in Appendix 1 and 2 to this ESTP Framework.
- 2.16 The existing labour market has the capacity to meet the needs of this development. Chapter 14 of the Environmental Statement submitted with the Application, and the Labour Market Context reports, demonstrate that there is a large pool of available labour supply at appropriate skill and occupation levels to support the scale of growth at WMI. This includes residents who are currently unemployed and those who are economically inactive but want a job. This Framework is therefore not required to mitigate any adverse impact of WMI on the labour market, but to enhance the benefits of the development for local people.

Structure of this Framework

2.17 There are six components to this ESTP Framework. These are:

2.17.1 The Objectives of this ESTP

2.17.2 **The Occupier and Contractor Charters** which all Occupiers and Tier One contractors will be required to comply with.

2.17.3 **The Brokerage System** which will be co-ordinated by a funded Brokerage Co-ordinator(s) and will be the link between Occupiers/Tier One Contractors and the Local Authorities and key stakeholders such as Job Centre Plus. The Brokerage Co-Ordinator(s) will be responsible for ensuring appropriate local candidates are informed of and supported through the application process for a new job at WMI.

2.17.4 **The Employment Fund**, which will be an endowment for the Brokerage Co-Ordinators to target at employment and training interventions.

2.17.5 **The Employment Partnership** will be an advisory group that will provide guidance and industry knowledge to inform decision making by contractors, occupiers, the Brokerage Co-Ordinator(s) and other stakeholders.

2.17.6 The process for **Monitoring and Reporting**.

3 Objectives of this ESTP

The 15 Success Metrics

3.1 FAL, SSDC, SCC and CWC have established and agreed 15 *Success Metrics* which this ESTP Framework and the subsequent ESTPs will seek to achieve. The 15 metrics have been divided into two categories:

3.1.1 Aspirations: which are thematic and qualitative; and,

3.1.2 Targets: which are more quantitative and may be monitored through collection of data. The first two of these are "key targets" and are the top priorities for SSDC and SCC.

Aspirations

3.2 Through the partnerships and funding set out in this Framework ESTP, WMI will support:

1. Greater ambition across local businesses, organisations and people of all ages.
2. An increased number of business and education collaborations: schools and colleges will have excellent working relationships with occupants or contractors and hold appropriate events/activities to promote links between education and business.
3. Increased opportunities for local residents to gain employment in higher skilled/higher paid roles on-site.
4. Qualifications which will reflect the future business needs of the site and job opportunities. The WMI Employment Partnership will promote forward thinking and appropriate planning for future curricula and training courses.
5. The work of the WMI Employment Partnership and the Employment Fund, which will improve education, employability and work-readiness, plus improve routes into work using the Brokerage System.
6. Opportunities for improved workforce skills, progression and earnings which will increase, with the aim of reducing gaps to national average on qualification levels.
7. The general economy which will be enhanced; support for the LEP's aspirations.
8. Increase employment rates and reduce the number of people claiming out-of-work benefits through the substantial opportunities at WMI (monitored within the three authority areas).
9. Assist Local Authorities if required to use the opportunity at WMI to leverage public funds (and grants and the like) to support employment initiatives.
10. Increase the numbers of local long-term unemployed gaining employment.
11. Increase the number of Apprentices at all levels through promotion of the use of the Apprenticeship Levy.

Targets

- 3.3 Through the partnerships and funding set out in this Framework ESTP, WMI will use reasonable endeavours to achieve the following targets. Achievement of these targets will be monitored.
12. **KEY TARGET:** Recruit at least 12% of operational employees from unemployment, as measured one year after first occupation. (See section 5. The WMI Employment Fund on how this is to be calculated)
 13. **KEY TARGET:** Recruit at least 60% of the workforce from within a 10 mile radius of the site (as measured using a straight line distance to postcode of employee's usual place of residence).
 14. Advertise 100% new vacancies on-site through the Brokerage System.
 15. 100% of all candidates submitted for consideration by a Council nominated agency (via the Brokerage System) who fully meet the job specification shall be guaranteed an interview by the Tier One Contractor/Occupier.
- 3.4 This ESTP Framework goes on to demonstrate how FAL and Tier One Contractors/Occupiers will work with SSDC, SCC, CWC (and other local partners) to make progress towards these aspirations and targets and to make the most of the opportunities at WMI.

4 Occupier & Contractor Charter

FAL's Commitment

- 4.1 The Occupier or Contractor Charter will be included in all construction works contracts or lease terms.
- 4.2 It will be provided to each Tier One Contractor and Occupier **at least six weeks prior to commencement or occupation** to allow time for a bespoke ESTP to be prepared and agreed and for early engagement with the Brokerage Coordinator(s) to take place.
- 4.3 Each Tier One Contractor and each first time Occupier will establish its own bespoke ESTP prior to commencement/occupation. This will be based on their own training needs and in-house initiatives but it must, as minimum, state how they will contribute to achieving the 15 Success Metrics and the aims of the obligations set out in the Charters below.



- 4.4 The Charters are as follows.

Contractor Charter

- 4.5 As a Tier One Contractor working at WMI, our firm will:
- 4.5.1 Complete and agree a bespoke ESTP with the Local Authorities before commencement. This will set out how we will contribute to the aims of the 15 Success Metrics.
 - 4.5.2 Attend a Pre-Contract Meeting with the Brokerage Coordinator(s) at least one month in advance of tendering for sub-contractors to discuss:
 - Training objectives
 - In-house training initiatives
 - Methodologies for monitoring and reporting
 - 4.5.3 Provide a detailed programme and an up-to-date schedule of works for the reasonably foreseeable and predictable works packages. Update this schedule in accordance with the monitoring methodology agreed at the Pre-Contract Meeting.
 - 4.5.4 Work with the Brokerage Coordinator(s) to attain paid on-site construction training placements where these positions are needed. These placements would last no less than 13 weeks each.
 - 4.5.5 Brief sub-contractor(s) on the requirements of the ESTP and ensure co-operation is agreed as a prerequisite to accepting sub-contract tenders.
 - 4.5.6 Include a written statement in our contracts with sub-contractor(s) instructing them to liaise with the Brokerage Coordinator(s) to discuss, agree and implement the specifics of the work placements.
 - 4.5.7 We will encourage our sub-contractor(s) to pay Living Wage for work placements.
 - 4.5.8 Submit specifics of paid work placements to the Brokerage Coordinator(s) including:
 - Projected length of placement
 - Trade
 - Wage
 - Employment terms
 - 4.5.9 Connect with schools, colleges and training providers to assist with curriculum development and provide work placements - the relevant schools and colleges to be identified by the Brokerage Coordinator(s).
- 4.6 As a Contractor, including sub-contractors, working at WMI, our firm will:
- 4.6.1 Guarantee an interview to all candidates submitted for consideration by a Council nominated agency who fully meet the job specification

- 4.6.2 Put in place appropriate on-site supervision by a named qualified and/or experienced operative in a trade related to employees identified training needs
- 4.6.3 Have appropriate contractor/director oversight and management on-site.
- 4.6.4 Put in place appropriate measures for trainees'/employees' health and safety for the duration of their placement/employment
- 4.6.5 Take the potential for a lower rate of productivity fully into account when allowing for the level of resource and supervision required for training and work experience.
- 4.6.6 Allow/enable trainees to attend college-based courses either on a day release or block release basis as required/appropriate. These can be organised through the Brokerage System. The contractor must be aware that payments to apprentices will continue during this period.

Occupier Charter

- 4.7 As an Occupier of West Midlands Interchange, our firm will:
 - 4.7.1 Complete and agree a bespoke ESTP with the Local Authorities before occupation of their warehouse for operational purpose. This will set out how we will contribute to the aims of the 15 Success Metrics.
 - 4.7.2 Attend a Pre-Occupation Meeting with the Brokerage Coordinator(s) to set out:
 - Approach to recruitment
 - Training objectives
 - In-house training initiatives
 - Methodologies for monitoring and reporting
 - 4.7.3 Provide in-house training initiatives to meet the specified objectives in the bespoke ESTP.
 - 4.7.4 Interview all candidates submitted for consideration by a Council nominated agency who fully meet the job specification.
 - 4.7.5 Provide a list of vacancies (including skills requirements) to the Brokerage Coordinators as far in advance as possible ahead of the position being required, at least a month in advance of the start of the role, unless in an emergency
 - 4.7.6 Advertise all vacancies locally (as recommended by the Brokerage Coordinator) for at least 10 working days before wider recruitment is undertaken, unless in emergency.
 - 4.7.7 Implement targeted recruitment practices that encourage and support people living within 10 miles of WMI to gain employment on-site
 - 4.7.8 Guarantee that all candidates submitted for consideration by a Council nominated agency who fully meet the job specification shall be given an interview.

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- 4.7.9 Have a proactive and positive approach to the wellbeing of staff, including their training needs.
 - 4.7.10 Engage with the Brokerage Coordinator(s) on any skills gaps or training needs that have been identified during operation
 - 4.7.11 Use Education and Skills Funding Agency approved training providers wherever possible.
 - 4.7.12 Work with the Brokerage Coordinator(s) to direct an appropriate part of their Apprenticeship Levy (or equivalent) to be spent with local training providers where possible and where appropriate providers are available in the local area.
 - 4.7.13 Connect with schools, colleges and training providers to assist with curriculum development and provide work placements – the relevant schools and colleges to be identified by the Brokerage Coordinator(s).
 - 4.7.14 Have structured, clear and attainable paths for career development.
 - 4.7.15 Provide opportunities for transferable and key skill development, including literacy and numeracy where needed.
 - 4.7.16 Illustrate how the principles of the ESTP could be built into business as usual for the long term.

5 The Brokerage Coordinator and the Brokerage System

FAL's Commitment

- 5.1 FAL will fund the salary of a Senior Brokerage Coordinator to and an administrative support role (together known as the Brokerage Coordinators) to run the Brokerage System.
- 5.2 SCC, CWC and SSDC have established that a Senior Brokerage Coordinator salary and on-costs is £59,000 per year per whole time equivalent employee. Administrative support costs £27,000 per full time equivalent employee. Based on a 15-year construction period, this equates to £1.29million to support two FTE employees for the duration of construction. This fund will be paid per year under the following terms:
- 5.2.1 Each instalment will be £86,000 per annum.
 - 5.2.2 The first instalment will be made on the date the first Tier One contractor is appointed, or six months ahead of the commencement of construction, whichever is the later date.
 - 5.2.3 The fund will be used solely to deliver the job brokerage service for WMI or such other purposes which will further the job brokerage service for WMI as agreed between SSC, SCC and FAL (for example, in the event of accelerated delivery requiring additional resource, see 5.2.5 below)
 - 5.2.4 The instalments will continue every year until the payment of the 15th instalment or until the first occupation of the final warehouse to be occupied, whichever comes first.
 - 5.2.5 There will be a mechanism agreed by which, if construction and occupation of warehouses is significantly faster than currently projected, the Brokerage Coordinator(s) will be able to request early drawdown of fees. The total payment will remain the same. This will be agreed via the Employment Fund Steering Group, with FAL's consent not to be unreasonably withheld.
 - 5.2.6
- Any monies not used within 15 months of the final payment will be repaid to FAL.
- 5.3 The Brokerage Coordinator(s) will be able to utilise funds from the Employment Fund to assist in carrying out the objectives of the Brokerage System (see Section 5.5 below) subject to the majority decision of the Employment Fund Steering Group.
- 5.4 FAL will provide a desk and meeting space on-site for the Brokerage Co-Ordinator to use temporarily, when on site.

Objectives of the Brokerage System

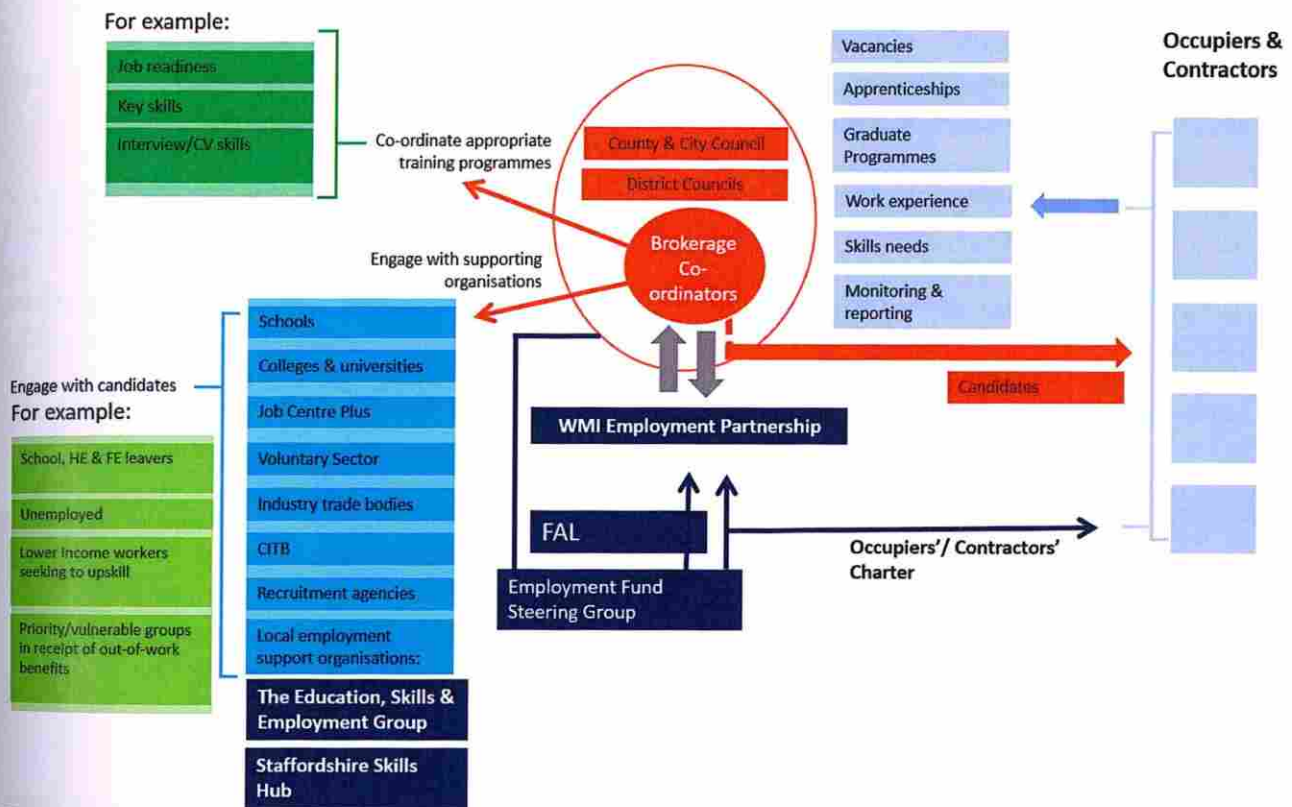
5.5 The objectives of the Brokerage System will be to:

- 5.5.1 Capture all job vacancies on-site from contractors and occupiers and advertise these through the appropriate channels e.g. Job Centre Plus.
- 5.5.2 Capture all job opportunities for apprenticeships, graduate programmes or work experience opportunities on-site from contractors and occupiers and advertise these through the appropriate channels e.g. Job Centre Plus, schools and colleges.
- 5.5.3 Direct appropriate candidates from relevant skills, training and outreach programmes to apply for advertised vacancies.
- 5.5.4 Communicate information on skills gaps (if any are identified) and training needs (including job-readiness requirements) between occupiers and skills providers including via engagement with the WMI Employment Partnership.
- 5.5.5 Trigger appropriate training programmes under the terms of the **Employment Fund** (subject to agreement from the Steering Group).
- 5.5.6 Coordinate engagement with schools and training bodies including work experience placements or apprenticeships (where these are not provided directly by occupiers themselves).
- 5.5.7 Coordinate monitoring and reporting information.

Structure of the brokerage system

- 5.6 This diagram (Figure 5.1) summarises the relationship between the Brokerage Coordinator(s) and other stakeholders who will, in combination create a system through which information flows to create a Brokerage System.

Figure 5.1: Brokerage Coordinators and the Brokerage System for WMI



Commitments of the stakeholders with reference to the Brokerage System

FAL's Obligations

- 5.7 FAL will meet with the Brokerage Coordinator(s) at least one month in advance of tendering for the Tier One construction contract to undertake planning relating to the setting up of the Brokerage System and to discuss the specifics of the tendering process and how the obligations set out in this Framework will be discharged.
- 5.8 For the construction phase, FAL will state clearly in tender documentation (prior to selecting the main construction contractor(s) that bids need to consider the following requirements):
- 5.8.1 All Tier One Contractors appointed will be required to liaise with the Brokerage Coordinator(s) to ensure the successful and consistent application of their ESTP.

5.8.2 The CITB good practice guidelines (or equivalent) to support training and skills on commercial developments will be adopted as the minimum standards on this site in relation to the construction vacancies.

5.9 For the operational phase, FAL will inform potential Occupiers of this ESTP Framework and of their obligation to produce a bespoke ESTP.

5.10 A skeleton structure for the bespoke ESTP is appended at Appendix 3.

Brokerage Coordinators' Obligations

5.11 The Brokerage Coordinator(s) will:

5.11.1 Identify on-going training needs and communicate these to the WMI Employment Partnership and the Employment Fund Steering Group.

5.11.2 Monitor candidates after placement to assess sustainability of employment and make suggestions on strategies for improved staff retention, if required.

5.11.3 Direct the Employment Fund⁵ to provide Construction Skills Certification Scheme (CSCS) card funding and safety equipment to local people taken on through the project where required (i.e. unless these requirements are fulfilled by the contractor/sub-contractor).

5.11.4 Circulate vacancy details to suitable local resident facing services such as Job Centre Plus and match suitable candidates to job specifications for consideration at interview by the contractor or sub-contractor/s.

5.11.5 Screen applications against job specifications and direct suitable applicants in how and where to apply.

5.11.6 Assist the contractor and sub-contractor(s) in identifying suitable local companies to source goods and services from in the local area to supply the ongoing operational needs of the development.

⁵ Subject to agreement under their terms

6 THE WMI Employment Fund

- 6.1 It is FAL's intention that all Tier One Contractors and Occupiers will comply with their respective Charters and submit and implement their own ESTP to contribute to the aims of the 15 Success Metrics set out in this Framework. The majority (and perhaps, all) of operational training needs will be met by the Occupiers under the terms of their bespoke ESTPs, and therefore will not need to be paid for by FAL or by the Local Authorities.
- 6.2 FAL recognises that the Brokerage System may need some additional investment, in particular to support hard to reach groups so that these groups can make the most of the opportunities provided at WMI.
- 6.3 The WMI Employment Fund will be provided by FAL to be used to support initiatives established by the Brokerage Coordinator or any other relevant initiative as decided by the vote of the Employment Fund Steering Group (see below).

The Employment Fund

- 6.4 The initial WMI Employment Fund is £1.7m.
- 6.5 Instalments of the fund will be triggered in respect of each warehouse occupied and each instalment will be proportionate to the size of the warehouse which is being commenced or occupied. Instalments will be triggered at commencement/occupation although FAL may pay the instalments up to six months prior to commencement/occupation where practical.
- 6.6 The payments of the Employment Fund will be structured as follows:

Trigger	Instalment
At commencement of construction of the warehouse	£0.46 per square metre GIA of the warehouse to be constructed ⁶
At occupation of the warehouse	£1.83 per square metre GIA of the warehouse being occupied ⁷

The Contingency Employment Fund

- 6.7 A Contingency Employment Fund of up to a further **£1.56m** will be triggered during the occupation phase if it is demonstrated that the relevant occupiers of a warehouse have not met certain targets and commitments.
- 6.8 FAL, SSDC and SCC envisage (and will make efforts to ensure that) the Brokerage System is functional and effective so that it is desirable for occupiers to use the service and it becomes part of business as usual.
- 6.9 This Fund has been established so that the Brokerage Coordinator(s) are able to implement employment, skills and training activities in the event that the development has not met its key targets and an occupier has been unwilling or unable to implement a strategy.

⁶ This is based on £1.7m divided between 743,200 sqm GIA of development, with 20% of each instalment triggered by the construction phase, and 80% of each instalment triggered by the occupational phase.

⁷ This is based on £1.7m divided between 743,200 sqm GIA of development, with 20% of each instalment triggered by the construction phase, and 80% of each instalment triggered by the occupational phase.

Triggering the Contingency Employment Fund

- 6.10 The monitoring point that triggers the test for the Contingency Employment Fund will be one year after the first occupation of a warehouse.
- 6.11 The Brokerage Coordinator(s) and the occupier will produce a Warehouse Monitoring Report. This must include the information presented in the Monitoring and Reporting section of this Framework.
- 6.12 The Contingency Employment Fund will be triggered only if the two key targets are not met AND the occupier of the latest warehouse to be occupied (which is the warehouse which is triggering this monitoring point) did not adhere to and implement an agreed bespoke ESTP.
- 6.13 The two key targets are:
 - 6.13.1 The one-year post-occupancy employment monitoring demonstrates that:
 - The development as a whole recruited at least 12% of operational employees from unemployment.
 - The development as a whole has recruited at least 60% of the workforce from within a 10 mile radius of the site (as measured using straight line distance to by postcode of employee’s usual place of residence).
- 6.14 If either of these targets is not met, then the Warehouse Monitoring Report will be used to determine whether the occupier of the last warehouse to be occupied did not adhere to and implement an agreed bespoke ESTP. Implementation/adherence is defined in the Monitoring and Reporting section of this Framework.
- 6.15 If the ESTP is found to have been implemented and adhered to then it is assumed that the occupier undertook all reasonable endeavours to reach the targets but they could not be met for reasons beyond the control of FAL and the occupiers. This will not trigger the payment.
- 6.16 If either of these targets is not met and there is not sufficient evidence that the ESTP has been implemented and adhered to then the payment will be triggered. Disputes will be referred to the Dispute Resolution Mechanism set out in the Section 106 Agreement.
- 6.17 At the monitoring point, all units occupied to date will be assessed in combination against the target of 12%. For example, one year after the occupation of the third warehouse, the total employment of all of units 1, 2 and 3 will be assessed against the target. The monitoring point for each warehouse will be one year after the first occupancy of that warehouse and the data will be frozen at that point. Warehouses that have been occupied for more than one year will not continue to be produce Monitoring Reports for the purposes of the Contingency Employment Fund.
- 6.18 If triggered, instalments of the Contingency Employment Fund will be payable in respect of each warehouse occupied and each instalment will be proportionate to the size of the warehouse which is being occupied.

- 6.19 The payments of the Contingency Employment Fund will be structured as follows:

Trigger	Instalment
1 year after first occupation of each warehouse under the terms set out above	£2.10 per square metre GIA occupied in the warehouse in question ⁸

The Employment Fund Steering Group

- 6.20 The Employment Fund Steering Group (EFSG) will be a decision-making body who will be responsible for directing the spending of the Employment Fund and the Contingency Employment Fund. This model allows the fund to be used flexibly, responding to needs at the time of delivery rather being defined at this early stage. This model also allows input from occupiers to help to ensure that spending is relevant to their operations and does not duplicate their existing, costed programmes.
- 6.21 The EFSG will be established six months prior to commencement of the construction of the first warehouse at WMI, at the same time as the first instalment of the Employment Fund is paid. The EFSG will meet at least twice annually and will be responsible for maintaining oversight of fund delivery, providing agreement on programmes and investment decisions. EFSG representatives will be able to share their combined expertise, or knowledge of local opportunities and industry best practice to ensure that spending of funds is focussed on their respective objectives whilst maintaining flexibility to respond on new issues or opportunities that emerge.
- 6.22 The EFSG will be chaired by the Senior Brokerage Coordinator and will include the following representatives and voting rights as set out in table below.

REPRESENTATIVE	REMIT
Brokerage Coordinator	Chair & non-voting party
Four Ashes Ltd Representative*	1 Voting party
Occupier Representative	Non-Voting party
Staffordshire County Council*	1 voting party and 1 non-voting party
South Staffordshire District Council*	
City of Wolverhampton Council	Non-voting party

* Principal Parties

- 6.23 In the event of an even vote causing an impasse, or if a voting member of the EFSG is aggrieved by a decision of the EFSG, the matter shall be dealt with in accordance with the Dispute Review Mechanism set out in the Section 106 Agreement.

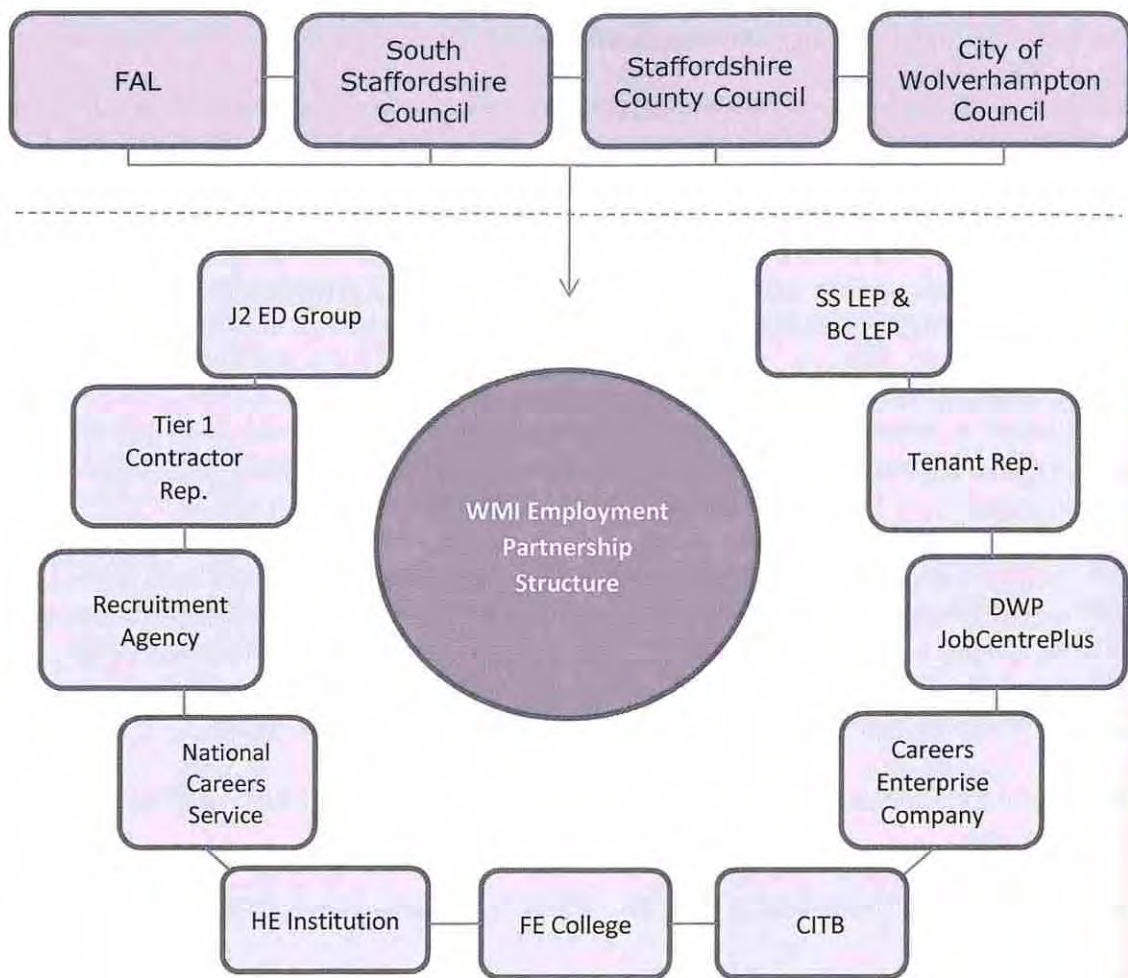
⁸This is based on £1.56m divided between 743,200 sqm GIA of development.

- 20
- 6.24 Occupiers may put forward a representative who will sit on the steering group in a non-voting, advisory role. The occupier representative may change over time with phasing of new units. On the selection of an occupier representative, they will be subject to their own agreement and it is not required for a meeting to be quorate.
 - 6.25 SSDC and SCC will have one vote between them and may choose an additional non-voting representative too. CWC is not a host authority and will hold an advisory role only and therefore will not assume voting rights on issues linked to spending of the Employment Fund.
 - 6.26 Minutes of all EFSG meetings will be taken by the Brokerage Coordinator and issued within one week of the meeting to all members. This will include an action log, which will be maintained by the Brokerage Coordinator(s), to ensure agreed actions are recorded and taken forward accordingly as agreed by the relevant parties.
 - 6.27 The Brokerage Coordinator(s) will make recommendations to the EFSG, based on available evidence and advice from the WMI Employment Partnership. The EFSG will apply the concept of majority voting amongst the three voting parties to reach decisions over agreement of the composition of investment programmes.
 - 6.28 The EFSG will cease operations when all of the funds have been allocated or 18 months following the occupation of the last warehouse to be occupied whichever is the earlier, or earlier than either event if SSDC, SCC and FAL agree.

7 The WMI Employment Partnership

- 7.1 FAL has committed to establish the **WMI Employment Partnership** which includes local public, private and education sector representatives.
- 7.2 **The Employment Partnership** will be a two tier advisory group that will provide guidance and industry knowledge to inform decision making by contractors, occupiers, the Brokerage Coordinator and other stakeholders.
- 7.3 FAL would establish the Employment Partnership at least 6 months prior to construction commencement. A representative of FAL and a representative of SSDC/SCC would sit as members of the Partnership.
- 7.4 The high-level objectives of the **WMI Employment Partnership** would be to:
- 7.4.1 Consider ways in which the misperception of the types of jobs available in logistics can be remedied.
 - 7.4.2 Establish key risks and opportunities within the three authority areas (with a focus on the area within 10 miles of WMI). This could include barriers to employment, opportunities for early intervention and pre-employability initiatives. Communicate these to the Brokerage System.
 - 7.4.3 Establish key target sectors for local skills development, if any are required.
 - 7.4.4 Promote effective communication between contractors and occupiers, public bodies and training providers.
 - 7.4.5 Ensure a joined-up approach to curriculum setting, training provision and unemployment support.
 - 7.4.6 Provide a framework for early intervention measures such as school engagement.
- 7.5 The members of the Employment Partnership may wish to set their own additional objectives to reflect their specialist expertise and the local context.
- 7.6 The structure of the partnership could be as shown in Figure 7.1. This is an example structure and is subject to agreement from the parties concerned and subject to suggestions from SCC and SSDC.
- 7.7 The Employment Partnership will cease its operations one year after the last warehouse is occupied unless SSDC, SCC and FAL all agree it should continue.

Figure 7.1: Draft WMI Employment Partnership



8 Monitoring and Reporting

- 8.1 The activities of the Tier One Contractors and the Occupiers will be monitored against the targets identified within the 15 Success Metrics.
- 8.2 The Tier One Contractors and Occupiers will be required to attend a pre-contract/occupation meeting at which the methods of monitoring and reporting required to identify compliance with the targets identified within the 15 Success Metrics will be agreed with SSDC and SCC. The reporting will either be monthly or quarterly (or another suitable timeframe) to be agreed at the pre-contract/occupation meeting. Regular monitoring is to be encouraged so that it becomes part of business as usual.
- 8.3 Monitoring data for all contractors and occupiers will include:
- 8.3.1 Number of people employed at the site.
 - 8.3.2 Number of people who moved to their job at WMI from unemployment or economic inactivity⁹. Employment status of recruits will be monitored by the Brokerage Coordinators.
 - 8.3.3 % of employees who reside within SSDC, SCC and CWC, by postcode (employees' postcode of usual place of residence will be used to determine the proportion of employees who live within 10 miles of WMI and the proportion within SSDC, SCC and CWC).
 - 8.3.4 Number of apprentices working on site.
 - 8.3.5 Skills profile of labour force.
 - 8.3.6 Trainee's progress on site.
 - 8.3.7 Number of weeks trainees engaged on site.
 - 8.3.8 Skills attained/Qualification achieved.
 - 8.3.9 Support needed by contractors/occupiers from Brokerage Coordinator(s).
 - 8.3.10 Any other relevant and reasonable information agreed in advance with the Brokerage Coordinator(s)

⁹ Employees will be considered to have come out of unemployment if they are 16 or over and met the ILO definition of unemployment or the ONS definition of economically inactive prior to their employment at WMI.

This meaning, that on the date that that the candidate submitted their job application for a job at WMI, they were a) without work for four weeks, i.e. were not in paid employment or self-employment; b) currently available for work, i.e. were available for paid employment or self-employment within two weeks of applying; and c) seeking work, i.e. had taken specific steps to seek paid employment or self-employment OR they were people not in employment, who have not been seeking or in work within the last 4 weeks.

- 8.3.11 After the first year of occupation, all occupiers will produce a Warehouse Monitoring Report, which will include all the information above plus the following. The Warehouse Monitoring Report will demonstrate that the occupier has:
1. Attended the Pre-Contract Meeting with the Brokerage Coordinator(s).
 2. Adhered to the agreed monitoring and reporting methodology.
 3. Interviewed all candidates submitted for consideration by a Council nominated agency who fully meet the job specification.
 4. Provided a list of vacancies (including skills requirements) to the Brokerage Coordinators as far in advance as possible ahead of the position being required. At least a month in advance of the start of the role, unless in an emergency
 5. Advertised all vacancies locally (as recommended by the Brokerage Coordinator) for at least 10 working days before wider recruitment is undertaken, unless in emergency.
 6. Provided evidence of targeted recruitment practices that encourage and support people living within 10 miles of WMI to gain employment on-site
 7. Provided evidence of apprenticeships and/or structured training programmes
 8. Provided evidence of local residents (living within 10 miles) gaining employment opportunities in higher skilled and/or higher paid roles on-site and/or being supported through training initiatives to do so.
- 8.3.12 Provision of all of this evidence constitutes implementation and adherence to the ESTP for the purposes of the Contingency Employment Fund.
- 8.3.13 In the event of a disagreement about whether or not an ESTP has been implemented, the case will be referred to the dispute resolution mechanism set out in the Section 106 Agreement.
- 8.3.14 FAL will encourage occupiers to show as part of their Warehouse Monitoring Report how the ESTP could become business as usual for recruitment and training to include:
- Career development strategy
 - Apprenticeship strategy
 - Local recruitment strategy
- 8.3.15 Ongoing monitoring will be expected to continue for five years after first occupation, although only the Warehouse Monitoring Report for the first year of occupation will be used to trigger the Contingency Fund.

Appendix 1: Labour Market Context Report



WEST MIDLANDS INTERCHANGE

LABOUR MARKET CONTEXT

WRITTEN IN SUPPORT OF THE EMPLOYMENT, SKILLS AND TRAINING PLAN,

TECHNICAL NOTE 14 & TECHNICAL NOTE 10

FEBRUARY 2018

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1 Introduction

1.1 West Midlands Interchange is a proposed Strategic Rail Freight Interchange (SRFI). An SRFI is a mixture of rail served and non-rail served warehousing. Warehousing on the scale of WMI (up to 743,200 sqm) will employ an estimated 8,550 people when it is fully operational.

1.2 Four Ashes Limited (FAL) is submitting a Development Control Order Application for these proposals. In support of this application FAL and its supporting consultants have undertaken detailed modelling of the employment, labour market and transport context of the development, to understand the number of jobs that will be created and where these employees might travel from to work here. These studies are required for two main reasons:

- The consenting authority¹ needs to be reassured that any potential transport impacts of employees travelling to the new development have been sufficiently assessed; and,
- In partnership with the South Staffordshire and Staffordshire Councils (and other regional stakeholders) FAL is seeking to maximise the number of local people who are able to access and benefit from these new jobs. The labour market context is required to inform the Employment, Skills and Training Plan that will form the basis of this strategy.

1.3 The relevant research and technical testing that FAL has done in support of the DCO Application can be found in the following documents:

- The Economic Benefits Statement
- Chapter 14 of the Environmental Statement: Socio-Economics
- Environmental Statement Technical Appendix 15.01: Transport Assessment
- Technical Appendix M to the Transport Assessment: Technical Note 10 & 14: Trip Distribution

1.4 This document is intended to provide a non-technical summary of these detailed assessments and reports. It provides a clear snapshot of:

- **Employment creation:** how many jobs will be created at WMI and at what skill level.
- **The travel to work area:** what is meant by the travel to work area and how it was established.
- **The labour market context:** what is the skill and employment profile of people who live within the local area and within the wider Travel to Work Area.
- **The transport assessment assumptions:** and how these relate to mitigation.

¹ The Secretary of State and the Planning Inspectorate with statutory consultation of local district and County Authorities – Staffordshire County and South Staffordshire District

2 Overview of TTWA modelling

- 2.1 The traffic model is based on the same labour market data and assumptions as the Socio-Economic Chapter and the Employment, Skills and Training Plan.
- 2.2 The process of establishing a Travel to Work Area and undertaking traffic modelling was as follows in the pull-out box below, running in this order.

- Establishing how many jobs there could be at WMI



- Estimating how far might people travel for those jobs based on travel times and existing travel patterns



- Establishing how many people there are within each district in the TTWA who could work here (establishing the size of the labour force) based on the size of the working age population.



- Within that outer limit, projecting how likely people are to travel to work here from each district (known as “the distance decay function”)



- Testing this projection against the total labour force in each area to ensure the number of workers commuting to WMI is reasonable.

2.3 This Note sets out the methodology and findings for each of these steps in turn.

2.4 It is important to note that the TTWA, and the transport assessment that is based on it, assume a “worst case scenario”, where there are no training initiatives and no public transport intervention. This means that the Environmental Statement fully reflects the potential for adverse effects from the development. It also means that local training initiatives are an *additional benefit* and are not inherently required as part of the DCO to mitigate transport effects.

Why? *The scale of employment opportunities will influence the number of employee journeys each day and is a key element of the economic benefits case*

How? *Using up to date evidence to project density of employment per square metre in modern warehousing*

Why? *To establish a catchment area for potential traffic impacts and for skills and employment initiatives*

How? *Using Census data on commuting patterns (supplemented by consultation with local stakeholders)*

Why? *To understand the potential effects of this scale of job creation in the context of the existing labour force, identifying potential labour supply constraints.*

How? *Using Census and Annual Population Survey data*

Why? *To understand the likely place of residence of the future labour force to input into skills and transport plans.*

How? *Using a Gravity Model based on the existing working age population and a distance decay function*

Why? *To sense check the projected commuting patterns against labour supply and identify any potential constraints.*

How? *Testing the results of the Gravity Model against Census and Annual Population Survey baseline data and evidence from DIRFT.*

3 Calculating the number of jobs

Methodology

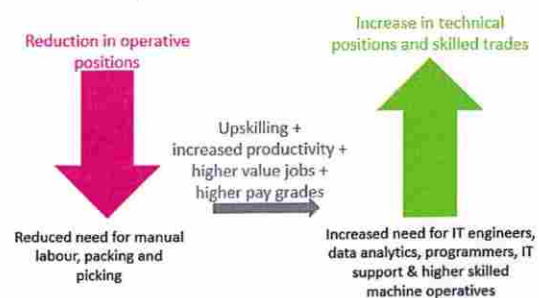
- 3.1 Quod initially set out a range of potential job estimates based on a range of assumptions. This reflected the fact that different types of warehousing would generate different employment densities; floorspace could be used differently (office use increases density, storage reduces it) and with different degrees of efficiency (larger floorplates tend to be more efficient). A range of data sources were used, including:
- The Homes and Communities Agency's Employment Density Guide 3rd edition, November 2015;
 - Research by Prologis², a leading provider and manager of warehousing in the UK; and,
 - Quod's own research into patterns and types of employment in modern warehouse and SRFI facilities.
- 3.2 Initial results indicated that the job density could be between 70sqm per job and 90sqm per job.
- 3.3 These results were then sense checked against other publicly available sources such as relevant planning applications and industry studies. This testing produced a **likely job density of 87 sqm per job**. This is broadly in line with the Tilbury Planning Application which has an employment density assumption of up to 84 sqm per job.
- 3.4 The employment number is an estimate, but it is a reasonable basis for employment and transport strategies based on the available evidence. A flexible approach is required to deal with unavoidable uncertainty.

Acknowledging uncertainty

- 3.5 WMI will be built over 15 years. Occupiers will take up warehousing space incrementally over this time. And occupiers could change over time, over the length of the development's life.
- 3.6 WMI could have a range of possible tenants who would use the space in different ways. The employment created on-site would be dependent on many factors such as whether goods handled are slow or fast moving or whether there is assembly and processing on-site or not.
- 3.7 Even if the tenants were known, there is still potential for technological and other changes to mean that employment numbers fluctuate in the future.
- 3.8 In reality, it is likely that there will be a mixture of types of warehousing at WMI, with some higher density employment uses and some lower, averaging each other out across the site.

The type of jobs at WMI & the future of the Logistics sector

- 3.9 The type of jobs employed in logistics is getting broader and more skilled. The British Property Federation refers to the "low skills myth" in reference to the negative perceptions of warehouse jobs. Technological advances mean that IT, robotics, engineering and data analysis are a key part of warehouse management now.
- 3.10 Quod estimates that at least 20% of the jobs will be managers, engineering and technical professionals and skilled trades. A further 20% will be skilled and semi-skilled administrative and sales jobs.



² Prologis, 2011, Technical Notes from Prologis UK, Do Distribution Warehouses Deliver Jobs?; Prologis, 2015, Technical Insights from Prologis, Distribution Warehouses Deliver More Jobs

3.11 Contrary to perceptions, the mechanisation and modernisation of the logistics sector is supporting growth, not decline, in employment in the sector. Research published by the British Property Federation demonstrates that modernisation is leading to higher employment densities in some premises³. Employment in warehousing increased by 40% between 2009 and 2013 and is expected to exceed average growth in other sectors up to 2035⁴. Productivity in the sector is expected to increase by 83% up to 2035⁵.

3.12 Over half of the jobs at the Rail Freight Interchange at DP World, London Gateway (terminal jobs, not including warehousing) are in engineering, IT and administration⁶. They offer on-site apprenticeships in mechanical and electrical engineering, finance, HR and PR⁷.

3.13 These will be high quality jobs with opportunities for career development and training – and salaries well above the regional average for skilled and experienced roles.

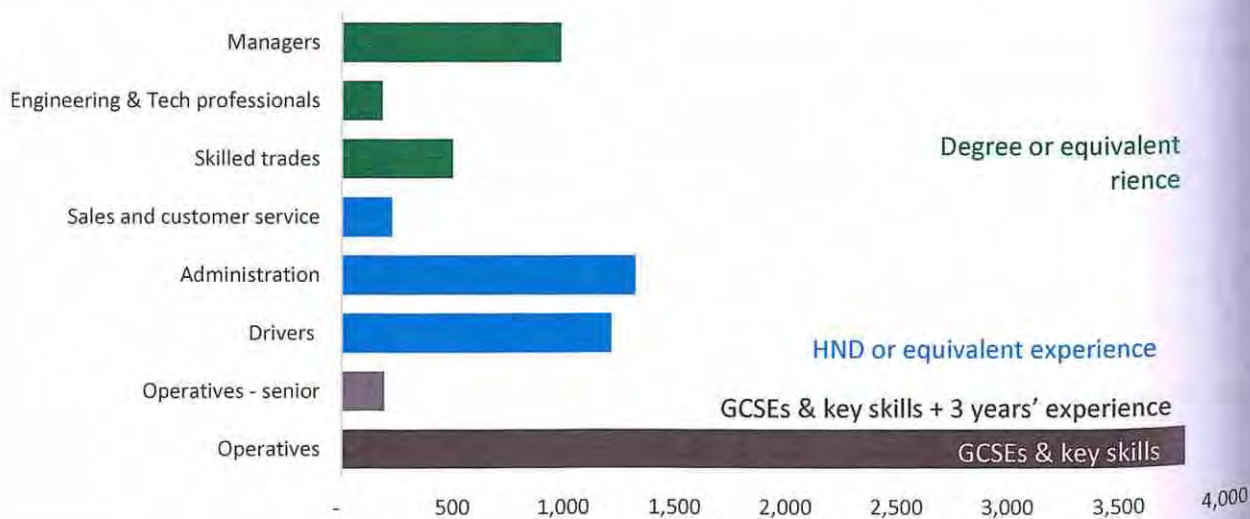
The projected skill profile of WMI jobs

3.14 It is possible to estimate the skill and occupation profile of new SRFI jobs based on key sources:

- Data from the Annual Population Survey which measures industry and occupation characteristics (SIC by SOC);
- survey data collect by Prologis⁸; and
- Quod’s research into job listings and recruitment patterns.

3.15 The graph below shows an estimated skill/occupation profile for WMI. As with the job projections, these are estimates and are uncertain. As stated above, any strategy related to skill development should have a flexible approach to deal with the unavoidable degree of uncertainty in these types of projections.

Figure 1: Projected employment at the Proposed Development by occupation and skill level.



³ British Property Federation, 2015, Delivering the Goods p.15
⁴ British Property Federation, 2015, Delivering the Goods p.4
⁵ British Property Federation, 2015, Delivering the Goods p.5
⁶ Evidence from Site Visit to DP World, Jun 2017
⁷ British Property Federation, 2015, Delivering the Goods p.11

⁸ Prologis, 2011, Technical Notes from Prologis UK, Do Distribution Warehouses Deliver Jobs?; Prologis, 2015, Technical Insights from Prologis, Distribution Warehouses Deliver More Jobs
⁹ ONS, 2017. Gross Value Added. [online] Available

4 The Travel to Work Area

Estimating how far people might travel for jobs at WMI

- 4.1 A Travel to Work Area (TTWA) for a development is a zone from within which the vast majority of employees is expected to travel.
- 4.2 Whilst a few employees may travel from beyond this area, it is expected that this TTWA is the outer limit for almost all employees to commute from. In the Transport Assessment, this outer limit is known as a "cordon".
- 4.3 When assessing a new development, a projected TTWA can be estimated using travel distance and/or travel time. Assumptions are made about the distance or time employees could be expected to travel to work.
- 4.4 WSP established a cordon for the TTWA based on existing travel patterns, reasonable travel to work times and in consultation with Highways England (and their consultants, JMP) and local authorities (South Staffordshire County and Wolverhampton City Councils). This is set out in **Technical Note 10**.
- 4.5 Other factors may influence the extent of the cordon for a new development. These are usually based on locally specific knowledge or circumstances. Whilst Census evidence did not indicate that there would be any employees coming to WMI from Newcastle-under-Lyme, Stoke-on-Trent, Staffordshire Moorlands and East Staffordshire, local experience and consultation indicated that it was quite likely that residents would be drawn from here. So the cordon was amended in response.
- 4.6 Similarly, existing evidence showed the TTWA could include the whole of Birmingham, however, given the weight of existing opportunities in Birmingham, it was considered unlikely that significant number of people would commute out of south or central Birmingham to work at WMI. This was a view

shared by Highways England. So the TTWA was limited to wards in the north of the city.

- 4.7 Technical Note 10 states that:

"The resultant proportions showed a large percentage of employee trips coming from Birmingham. This was regarded as unrealistic considering the majority of those currently living in Birmingham work in Birmingham or in very close proximity [...]"

"It is acknowledged though that due to WMI being such a large employer there is likely to be some attraction to the site from Birmingham therefore some of the more accessible areas in relation to the site within the north of the city have been included in the cordon."

- 4.8 This methodology results in a TTWA that includes the following areas (a map is shown on p.9).

- Aston, Birmingham
- Erdington, Birmingham
- Handsworth Wood, Birmingham
- Hodge Hill, Birmingham
- Kingstanding, Birmingham
- Lozells and East Handsworth, Birmingham
- Oscott, Birmingham
- Perry Barr, Birmingham
- Stockland Green, Birmingham
- Sutton Four Oaks, Birmingham
- Sutton New Hall, Birmingham
- Sutton Trinity, Birmingham
- Sutton Vesey, Birmingham
- Tyburn, Birmingham
- Cannock Chase
- Dudley
- Staffordshire
- Lichfield
- Newcastle-Under-Lyme
- Sandwell
- Shropshire
- South Staffordshire
- Stafford
- Staffordshire Moorlands
- Stoke-on-Trent
- Telford and Wrekin
- Walsall
- Wolverhampton

- 4.9 People may travel from beyond this area, but there will be relatively few.
- 4.10 The TTWA for WMI must not be confused with the Office for National (ONS) Statistics Census Travel to Work Areas. Census TTWA's are defined as "approximate self-contained local labour market areas, where the majority of an area's resident workforce work, and where the majority of the workforce live⁹." They are very useful to understand the general pattern of where people who live in a certain area tend to work, based on existing locations of housing, jobs and transport.
- 4.11 WMI is currently located at the border of two ONS TTWAs, "Stafford" and "Wolverhampton and Walsall". So the existing boundaries of either one of the TTWAs do not seem appropriate for use for this site. Using either would potentially exclude a large catchment of likely workers.
- 4.12 ONS TTWAs are also not particularly useful at projecting or estimating the future trends at a new employment location, especially a very large one such as WMI, which is large enough to affect existing trends, particularly through providing a new local source of employment for South Staffordshire residents.
- 4.13 Therefore, a bespoke TTWA and a Gravity Model (see below) is a much more useful and accurate way of projecting future travel plans than relying solely on Census data.

Projecting how likely people are to travel from each district

- 4.14 Within the cordon – the TTWA – the trip patterns are governed by a power function: areas close by to WMI with lots of people will provide more workers than areas further away and/or with relatively few residents.
- 4.15 The distribution of workers within the TTWA has been established using a Gravity Model that

applies a distance decay factor (see pull-out box)

- 4.16 *Technical Appendix M to the Transport Assessment: Technical Note 14: Trip Distribution* sets out the detail of how the Gravity Model has been established. The methodology was established by WSP (Parsons Brinckerhoff) in consultation with Highways England's Transport Consultant, JMP.

Distance Decay Factors

Spatial modelling uses different ways to measure and account for distance.

Typically a spatial model will make the assumption that the strength of relationships between locations, or the effect one location has upon another, diminishes the further away they are from each other.

As the relationship weakens when you get further away, this is known as *distance decay*.

The part of the model that dictates how quickly the relationship weakens is the *distance decay factor* or a *deterrence factor*.

The most widely used distance decay models are those in which distance is introduced as an inverse function to a power, typically to the power of 1 or 2.

In these models, distance can be represented either in kilometres or by journey time.

- 4.17 The Gravity Model projects the relationship between where working age people live and the site. Through consultation with JMP, WSP established that the most reasonable Gravity Model to use when assessing WMI is a **Time to the Power of 2 Gravity Model**.
- 4.18 This means that potential workers are deterred by time, as discussed above; the longer it takes to travel to a workplace, the less likely they are

⁹ ONS, 2018, Commuting to work, Changes to Travel to Work Areas: 2001 to 2011 online: <https://www.ons.gov.uk/employmentandlabourmarket/peopleinwork>

</employmentandemployeetypes/articles/commutingtoworkchangesotraveltoworkareas/2001to2011> accessed 05/01/2018

to go. In the case of WMI, the time deterrence factor has been raised to the power of 2. This reflects the fact that workers living further away from WMI are not only deterred by the longer travel time, but their attraction to WMI is weakened by the availability of other job opportunities elsewhere.

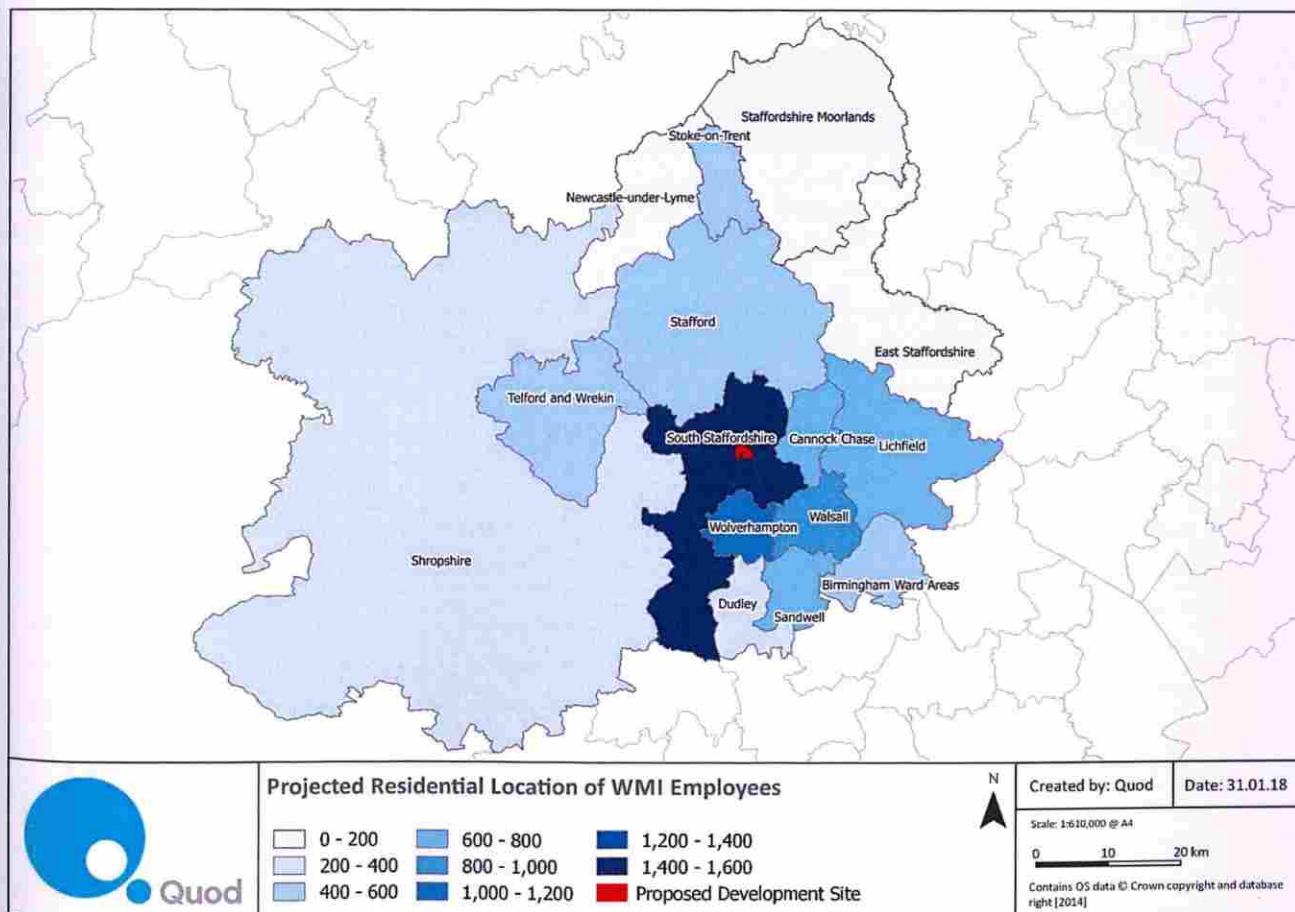
4.19 Technical Note 14 states that:

Given the labour force profile of these districts and the accessibility of the Site from residents in neighbouring districts – we consider the time deterrence model to underestimate the number of employees who would travel from South Staffordshire and its immediate neighbours. This view has also been expressed by Wolverhampton City Council [...]

Based on the above results, using journey time [to the power of 1] as a deterrence factor is not considered to give a realistic distribution. Therefore, taking the analysis a step further we have also considered journey time². Longer journey times are likely to act as a greater deterrence and this should be reflected in the analysis.

4.20 As set out above, this methodology has been agreed with JMP after consultation and scenario testing¹⁰.

Figure 2: Projected Residential Location of WMI Employees



¹⁰ The Spatial Planning Framework Commission Technical Note entitled "Response to Trip Distribution Methodology" and dated

26/10/16 sets out this reasoning and JMP/AECOM/Highways England agreement

5 Establishing the size of the labour force

- 5.1 A full Socio-Economic Baseline is set out in Chapter 14 of the ES. This section extracts and summarises the key labour market characteristics within each district of the TTWA.
- 5.2 The Gravity Model takes the pool of available labour to be the working age population. This is a reasonable basis for the model because:
- The skills and occupations that will be required at WMI will be broad, including many entry level positions. There will be many opportunities to use transferable skills (IT, driving, administration) and for learning on the job, so it is not essential that the pool of available labour has specific skills or experience; and,
 - The skills and occupation base does not vary significantly between districts within the TTWA. If the areas within the TTWA had significantly different skills or occupational profiles a Gravity Model based on working age population may be skewed. It could overestimate the likely employees from one area and underestimate it from others. However, as the skills base is broadly similar across the districts, the working age population is reasonable basis of labour market.
- 5.3 The EIA demonstrates that there is a large pool of available labour supply at appropriate skill and occupation levels to support the scale of growth at WMI, including residents who are currently unemployed and those who are economically inactive but want a job.

Table 1: Labour Market Overview

Origin	Total residents	Working Age Residents	Economically Active Residents	Unemployed residents (Annual Population Survey 2016-17)	Economically inactive residents who want a job	Total residents who want a job but don't have one
South Staffordshire	108,100	80,700	56,400	2,200	1,600	3,800
Wolverhampton	249,500	180,000	120,400	8,900	7,600	16,500
Walsall	269,300	192,000	126,800	6,600	7,800	14,400
Cannock Chase	97,500	72,300	51,300	4,000	2,000	6,000
Sandwell	308,100	219,500	146,700	12,400	8,400	20,800
Lichfield	100,700	74,800	51,900	N/A	3,000	N/A
Birmingham wards	360,300	253,100	168,100	14,800*	10,800*	25,536
Telford and Wrekin	166,600	122,300	84,900	3,500	6,600	10,100
Stoke-on-Trent	249,000	182,800	119,700	6,400	9,800	16,200
Stafford	130,900	97,300	68,300	4,400	1,900	6,300
Shropshire	306,100	223,900	159,000	6,300	7,400	13,700
Dudley	312,900	226,700	155,500	7,600	6,900	14,500
Newcastle-under-Lyme	123,900	92,300	61,600	2,800	3,600	6,400
East Staffordshire	113,600	83,100	58,600	1,700	3,100	4,800
Staffordshire Moorlands	97,100	72,100	50,000	1,500	3,000	4,500
TOTAL	2,993,500	2,172,800	1,479,100	83,100	83,455	166,500
Percentage		73%	68% (proportion of working age)	5.8% (proportion of economically active)	19% (proportion of economically inactive)	

*Annual Population Survey is only available at District level. Unemployment in the Birmingham wards is a modelled estimate based on the total unemployment rate in Birmingham and historic proportions of Birmingham's unemployment in the selected wards.

Table 2: Existing Skills Base: Industry (Census 2011)

Origin	Primary & Extractive Industries & Utilities (SIC A, B, D, E)	Manufacturing (SIC D)	Construction (SIC F)	Logistics (SIC H)	Wholesale and Retail (SIC H)	Accommodation & food services (SIC I)	Social services & public administration (SIC O, P, Q)	Professional and business services (SIC J, K, L, M, N + other)
South Staffordshire	1,450	6,450	5,250	2,050	9,000	2,300	15,350	11,450
Wolverhampton	1,850	14,000	7,600	6,300	18,150	5,350	30,800	20,200
Walsall	2,000	16,300	9,800	6,700	21,600	5,250	30,100	20,500
Cannock Chase	1,250	6,800	5,500	2,750	8,950	2,250	12,050	7,950
Sandwell	2,800	18,750	9,750	8,500	23,350	6,500	34,000	25,000
Lichfield	1,300	5,700	4,300	2,300	8,350	2,350	13,450	11,250
Birmingham wards	1,900	15,100	9,700	8,700	24,500	8,300	44,200	34,900
Telford and Wrekin	2,050	13,250	4,950	3,100	13,100	3,750	22,250	15,900
Stoke-on-Trent	2,050	14,700	8,600	7,050	21,250	5,850	28,300	20,250
Stafford	2,250	6,300	4,500	2,850	10,350	3,150	21,950	13,100
Shropshire	8,000	15,950	12,550	5,850	24,250	8,300	46,050	29,800
Dudley	3,000	20,000	13,000	6,300	25,450	5,950	40,700	27,650
Newcastle-under-Lyme	1,150	7,150	4,650	2,800	10,850	2,750	16,700	11,250
East Staffordshire	1,650	9,050	4,300	3,500	9,550	2,950	14,000	10,000
Staffordshire Moorlands	1,900	6,950	4,150	2,100	7,150	2,200	12,850	10,250
TOTAL	34,600	176,450	108,650	70,900	235,900	67,200	382,750	269,450
Percentage	3%	13%	8%	5%	18%	5%	28%	20%

Table 3: Existing Skills Base: Industry (Census 2011) Percentages

Origin	Primary & Extractive Industries & Utilities (SIC A,B,D,E)	Manufacturing (SIC D)	Construction (SIC F)	Logistics (SIC H)	Wholesale and Retail (SIC H)	Accommodation & food services (SIC I)	Social services & public administration (SIC O, P, Q)	Professional and business services (SIC J,K,L,M,N + other)
South Staffordshire	3%	12%	10%	4%	17%	4%	29%	21%
Wolverhampton	2%	13%	7%	6%	17%	5%	30%	19%
Walsall	2%	15%	9%	6%	19%	5%	27%	18%
Cannock Chase	3%	14%	12%	6%	19%	5%	25%	17%
Sandwell	2%	15%	8%	7%	18%	5%	26%	19%
Lichfield	3%	12%	9%	5%	17%	5%	27%	23%
Birmingham wards	1%	10%	7%	6%	17%	6%	30%	24%
Telford and Wrekin	3%	17%	6%	4%	17%	5%	28%	20%
Stoke-on-Trent	2%	14%	8%	7%	20%	5%	26%	19%
Stafford	3%	10%	7%	4%	16%	5%	34%	20%
Shropshire	5%	11%	8%	4%	16%	6%	31%	20%
Dudley	2%	14%	9%	4%	18%	4%	29%	19%
Newcastle-under-Lyme	2%	12%	8%	5%	19%	5%	29%	20%
East Staffordshire	3%	16%	8%	6%	17%	5%	25%	18%
Staffordshire Moorlands	4%	15%	9%	4%	15%	5%	27%	22%
TOTAL	3%	13%	8%	5%	18%	5%	28%	20%

Table 4: Existing Skills Base: Occupation (Census 2011)

Origin	Managers, directors and senior officials	Professional and associate professional occupations	Administrative occupations and skilled trades	Service & sales occupations	Process, plant, operative and elementary occupations
South Staffordshire	6,950	15,500	14,000	8,450	8,450
Wolverhampton	8,550	24,550	24,150	20,300	26,750
Walsall	10,150	25,250	28,450	21,600	26,800
Cannock Chase	4,450	10,350	12,650	8,900	11,050
Sandwell	9,500	26,500	31,650	25,650	35,300
Lichfield	6,850	15,200	11,500	7,300	8,200
Birmingham wards	13,450	40,550	33,600	27,700	32,000
Telford and Wrekin	7,450	19,750	18,350	14,100	18,700
Stoke-on-Trent	8,050	21,000	26,250	23,750	29,100
Stafford	7,700	20,800	14,350	10,500	11,150
Shropshire	17,700	40,900	38,000	26,000	28,150
Dudley	13,500	35,200	37,850	26,850	28,650
Newcastle-under-Lyme	5,400	15,100	13,500	10,950	12,400
East Staffordshire	5,700	13,600	12,400	8,950	14,300
Staffordshire Moorlands	5,250	12,200	12,350	8,200	9,550
TOTAL	130,650	336,450	329,050	249,200	300,550
Percentage	10%	25%	24%	19%	22%

Table 5: Existing Skills Base: Occupation (Census 2011): Percentages

Origin	Managers, directors and senior officials	Professional and associate professional occupations	Administrative occupations and skilled trades	Service & sales occupations	Process, plant, operative and elementary occupations
South Staffordshire	13%	29%	26%	16%	16%
Wolverhampton	8%	24%	23%	19%	26%
Walsall	9%	22%	25%	19%	24%
Cannock Chase	9%	22%	27%	19%	23%
Sandwell	7%	21%	25%	20%	27%
Lichfield	14%	31%	23%	15%	17%
Birmingham wards	9%	28%	23%	19%	22%
Telford and Wrekin	10%	25%	23%	18%	24%
Stoke-on-Trent	7%	19%	24%	22%	27%
Stafford	12%	32%	22%	16%	17%
Shropshire	12%	27%	25%	17%	19%
Dudley	10%	25%	27%	19%	20%
Newcastle-under-Lyme	9%	26%	24%	19%	22%
East Staffordshire	10%	25%	23%	16%	26%
Staffordshire Moorlands	11%	26%	26%	17%	20%
TOTAL	10%	25%	24%	19%	22%

Table 6: Existing Skills Base Qualifications

Origin	No Formal qualifications	Level 1 qualifications	Level 2 qualifications	Apprenticeship	Level 3 qualifications	Level 4 qualifications and above	Other qualifications
South Staffordshire	21,700	12,600	14,950	3,650	11,350	22,700	3,550
Wolverhampton	62,450	28,200	29,800	5,500	21,200	39,000	13,900
Walsall	71,850	31,100	32,600	6,350	23,000	36,000	12,200
Cannock Chase	22,300	12,900	14,050	2,850	10,000	13,600	3,350
Sandwell	85,050	34,700	35,550	6,450	25,250	37,150	17,700
Lichfield	18,600	11,400	13,300	2,950	9,800	23,600	3,400
Birmingham wards	78,500	38,450	40,850	6,950	34,000	61,950	18,150
Telford and Wrekin	32,600	20,050	23,750	4,400	17,200	27,700	6,700
Stoke-on-Trent	67,750	28,850	31,900	7,050	23,950	31,050	10,100
Stafford	22,150	13,800	17,200	3,750	14,050	32,900	4,800
Shropshire	56,950	33,150	42,600	9,300	30,750	69,550	10,700
Dudley	76,000	36,300	42,350	8,900	30,050	48,600	11,250
Newcastle-under-Lyme	27,550	13,100	16,100	4,000	14,850	23,100	4,100
East Staffordshire	22,650	13,000	14,800	3,850	10,750	21,450	5,250
Staffordshire Moorlands	21,550	10,400	13,000	3,350	9,950	19,250	3,550
TOTAL	687,700	338,000	382,750	79,250	286,200	507,650	128,700

Table 7: Existing Skills Base Qualifications: Percentages

Origin	No Formal qualifications	Level 1 qualifications	Level 2 qualifications	Apprenticeship	Level 3 qualifications	Level 4 qualifications and above	Other qualifications
South Staffordshire	24%	14%	17%	4%	13%	25%	4%
Wolverhampton	31%	14%	15%	3%	11%	19%	7%
Walsall	34%	15%	15%	3%	11%	17%	6%
Cannock Chase	28%	16%	18%	4%	13%	17%	4%
Sandwell	35%	14%	15%	3%	10%	15%	7%
Lichfield	22%	14%	16%	4%	12%	28%	4%
Birmingham wards	28%	14%	15%	2%	12%	22%	7%
Telford and Wrekin	25%	15%	18%	3%	13%	21%	5%
Stoke-on-Trent	34%	14%	16%	4%	12%	15%	5%
Stafford	20%	13%	16%	3%	13%	30%	4%
Shropshire	23%	13%	17%	4%	12%	27%	4%
Dudley	30%	14%	17%	4%	12%	19%	4%
Newcastle-under-Lyme	27%	13%	16%	4%	14%	22%	4%
East Staffordshire	25%	14%	16%	4%	12%	23%	6%
Staffordshire Moorlands	27%	13%	16%	4%	12%	24%	4%
TOTAL	29%	14%	16%	3%	12%	21%	5%

6 Testing the TTWA Outcome

- 6.1 To “sense check” a TTWA we have tested the number of workers coming from each area against the baseline i.e. is it proportionate to the number of working age residents? You can also test it against travel patterns taken from the Census, as described above. Quod and WSP undertook this process of sense checking as described in **Technical Note 14**.

Testing against growth plans

- 6.2 There is local, regional and national policy support for employment growth. WMI is part of planned growth for the region: the LEP has a target of 50,000 jobs up to 2024. WMI is the equivalent of 17% of this LEP-wide target.

- 6.3 Therefore the principle of employment growth on this scale is supported locally and has been considered as part of the preparation of the LEP *Strategic Economic Plan*.

- 6.4 The job density in South Staffordshire is 0.51 jobs per working age person, amongst the lowest in the country and compared to an average of 0.72 across England¹¹. Because of lower job densities South Staffordshire is currently a net “exporter” of workers. That means that more workers leave the district each day than travel to it: c. 16,000 more employees leave South Staffordshire for work than travel to the district. Locally, South Staffordshire supports job growth “to provide jobs locally and reduce levels of out commuting” which is recognised as a threat to sustainability in the district.¹²

- 6.5 The average job density across the Stoke and Staffordshire LEP area is 0.74 jobs per working age person. Whilst this is slightly above the England average it is lower than prosperous hubs in the UK such as the Cambridge and Peterborough Combined Authority where job density is around 0.83 jobs per working age resident. The additional 50,000 jobs within the LEP area could bring the job density up to 0.81, comparing favourably with other economic hubs and with the UK average.

Testing against existing population

- 6.6 The results of the Gravity Model are set out in Table 8. It shows the number of people who could be expected to come from each area. The table sets this in the context of the working age population and the economic active population of that area. Table 9 does the same against the number of unemployed people and number of economically inactive people who want a job.

- 6.7 As would be expected, the largest effects are within South Staffordshire. Nearly one in five WMI employees could be South Staffordshire residents. This amounts to 1.93% of the local working age population. Given the scale of the opportunity and the current pattern of out commuting in the district due to lack of local opportunities, this shift does not seem unrealistic, nor would it be expected to have disruptive or unsustainable effects on the labour market.

- 6.8 As the table demonstrates, the proportion of workers drawn from all other areas is also plausible.

¹¹ Business Register and Employment Survey 2016 and Mid-Year Population estimates 15-64 2016

¹² South Staffordshire District Council, 2012. Core Strategy Development Plan Document p.22

Table 8: TTWA baseline characteristics and potential WMI workers

Origin	Working Age Residents	Economically Active Residents	Average Peak Hour Distribution Based on Time ²	Estimated number of employees drawn to WMI	WMI jobs as a % of Working Age Employees	WMI jobs as a % of Economically Active Residents
South Staffordshire	253,100	80,700	18.20%	1,556	1.93%	2.8%
Wolverhampton	72,274	180,000	12.08%	1,033	0.57%	0.9%
Walsall	226,726	192,000	11.38%	973	0.51%	0.8%
Cannock Chase	74,757	72,300	8.81%	753	1.04%	1.5%
Sandwell	219,508	219,500	8.49%	726	0.33%	0.5%
Lichfield	223,892	74,800	8.29%	709	0.95%	1.4%
Birmingham wards	80,718	253,100	6.61%	565	0.22%	0.3%
Telford and Wrekin	97,297	122,300	6.10%	522	0.43%	0.6%
Stoke-on-Trent	122,279	182,800	5.17%	442	0.24%	0.4%
Stafford	191,974	97,300	5.13%	439	0.45%	0.6%
Shropshire	179,983	223,900	3.66%	313	0.14%	0.2%
Dudley	182,808	226,700	2.60%	222	0.10%	0.1%
Newcastle-under-Lyme	72,085	92,300	1.70%	145	0.16%	0.2%
East Staffordshire	92,335	83,100	1.26%	108	0.13%	0.2%
Staffordshire Moorlands	83,059	72,100	0.53%	45	0.06%	0.1%
Total	2,172,795	2,172,800	100.00%	8550	0.39%	0.6%

Table 9: TTWA unemployment and potential WMI workers

Origin	Unemployed Residents	WMI jobs as a % of unemployed residents	Residents who are economically inactive but want to work	WMI jobs as a % of economically inactive but want to work	Total Residents who want to work but don't have a job	WMI jobs as a % of total residents who want to work but don't have a job
South Staffordshire	2,200	71%	1,600	97%	3,800	41%
Wolverhampton	8,900	12%	7,600	14%	16,500	6%
Walsall	6,600	15%	7,800	12%	14,400	7%
Cannock Chase	4,000	19%	2,000	38%	6,000	13%
Sandwell	12,400	6%	8,400	9%	20,800	3%
Lichfield	N/A	N/A	3,000	24%	N/A	N/A
Birmingham wards	14,800	4%	10,755	5%	25,536	2%
Telford and Wrekin	3,500	15%	6,600	8%	10,100	5%
Stoke-on-Trent	6,400	7%	9,800	5%	16,200	3%
Stafford	4,400	10%	1,900	23%	6,300	7%
Shropshire	6,300	5%	7,400	4%	13,700	2%
Dudley	7,600	3%	6,900	3%	14,500	2%
Newcastle-under-Lyme	2,800	5%	3,600	4%	6,400	2%
East Staffordshire	1,700	6%	3,100	3%	4,800	2%
Staffordshire Moorlands	1,500	3%	3,000	2%	4,500	1%
Total	83,081	10%	83,455	10%	166,500	5%

6.9 When the new jobs are considered against the number of unemployed residents, the proportions are, logically, much higher. However, even then, the number of WMI jobs taken by South Staffordshire residents would be the equivalent of around 71% of unemployed residents. This unemployment number only considers those who are actively looking for work. There are an estimated 83,000 residents of the TTWA who are economically inactive but who want a job. They would come back into the labour market if suitable opportunities became available.

6.10 In reality, not all the jobs will go to residents who are currently unemployed. In particular WMI should help to attract residents who currently commute out of the district so that they can work closer to home and those who are economically inactive to come back into the labour market (of which there are over 83,000).

6.11 In total, there are 166,500 people within the TTWA who want to work but don't have a job. New jobs at WMI equate to 5% of this labour supply.

6.12 In partnership with district and county stakeholders, FAL is putting in place a strategy to support unemployed people back into work at WMI.

6.13 Some jobs will not be vacancies – some occupiers will bring a proportion of staff with them. Over time, as these jobs turn over, they will be more likely to be taken up by local residents, including local residents who are promoted within the firm.

Testing against existing travel patterns

6.14 The relative weight of economic opportunities in Birmingham means that employees are less likely to travel longer distances for work. In simple terms, there are numerous jobs available within and around Birmingham and

therefore it is less likely that Birmingham residents would need to travel to find employment. Across England, there are 0.76 jobs per head of working age population¹³. The job density in the West Midlands is 0.72 jobs per head. In South Staffordshire is amongst the lowest in the country at 0.51 jobs per working age person.

6.15 As a result of lower job densities, Wolverhampton and South Staffordshire are currently net “exporters” of workers. That means that more workers leave these districts each day than travel to them: c. 16,000 more employees leave South Staffordshire for work than travel to the district. This demonstrates that there is an existing pool of local labour for whom WMI could provide a job closer to home and who are more likely to take up jobs at WMI than a Birmingham resident would be, for example.

6.16 Employees who work in the logistics sector in Wolverhampton, South Staffordshire and Cannock Chase are much more likely to travel further to work than residents in Birmingham. Only 7% of Birmingham logistics employees travel more than 20km to work. This compares to 11% in Wolverhampton and 17% and 18% in Cannock Chase and South Staffordshire respectively. Only 5% travel 30km or more – which is the distance from Birmingham’s northern suburbs to WMI.

6.17 The implications of this evidence for the cordon and Gravity Model results are:

- It is reasonable to exclude most of Birmingham from the cordon.
- Due to the low job density in South Staffordshire and the high level of out-commuting from the district, it is reasonable to assume that a substantial number of new jobs created in the district could attract local residents to shift to a more local job opportunity. This provides weight to the

Gravity Model projection that 18% of workers could come from within the District.

6.18 Analysis of the distribution of employees in MSOA Daventry 003, which contains DIRFT, a similar facility upon which the WMI trip generation is based, indicates that over 49% of employees come from within 10 miles of the site. Applying this to the WMI site location encompasses South Staffordshire, Cannock Chase, Wolverhampton and the western part of Walsall within this catchment (and would not include Birmingham). The Gravity Model projects that 50.5% of WMI employees would come from within this area, in line with evidence from DIRFT.

6.19 Testing against existing travel plans and evidence from other similar sites demonstrates that the outcomes of the Gravity Model are plausible and sustainable.

Assessing travel patterns: relationship between the TTWA and the Transport Assessment

6.20 For the purposes of the Transport Assessment, trip distribution for employees is based on the TTWA, established as set out above. These assumptions are the foundation of the Transport Assessment (non-employee traffic is of course also considered and assessed, although that is beyond the scope of this report.)

6.21 Section 6.3 of the *Transport Assessment* sets out the assumptions used. The methodology adopted to forecast both HGV and non-HGV trip generation and distribution has been agreed with Highways England and Staffordshire County Council.

6.22 The Transport Assessment assesses a scenario where only essential very local transport works take place (e.g. new link road and right turn ban for example). The Assessment does not assume any new public transport routes or modal shift takes place, as its base case. It also assumes a “do nothing” scenario in terms of local

¹³ Business Register and Employment Survey 2016 and Mid-Year Population estimates 16-64 2016

employment and training initiatives. Therefore, the Transport Assessment and the TTWA on which it is based, constitute a “worst case scenario” in terms of the distance people will travel to work at WMI. This “worst case” approach is in-line with Highways England methodology. This approach helps to ensure that the planning process and the Environmental Impact Assessment take full account of the likely worst-case scenario in terms of transport.

- 6.23 This does not mean that FAL and the stakeholders are not proposing strategies to reduce car dependence and trips, and to promote local employment. These are key ambitions for the Applicant (and are set out in more detail below). It means that the planning process and the assessments that support it are as robust as possible in understanding and, where necessary, mitigating potential adverse effects.

Travel Plan and Public Transport Strategy

- 6.24 A Framework Workplace Travel Plan (FWTP) has been prepared to promote sustainable travel to the Site for workers and visitors. This is shown in **Appendix H of the Transport Assessment**.

- 6.25 The headline aim of the Travel Plan is to:

To create an environment for employees that actively promotes a range of sustainable, low carbon travel choices and reduces the overall need to commute to work by car’.

- 6.26 The Site wide objectives of the FWTP are to:

- Minimise the overall proportion of single-occupancy car trips associated with commuting to and from the Site;
 - Reduce the overall need to travel to and from the Proposed Development, especially by private car;
 - Facilitate and encourage the use of healthy, low carbon and sustainable transport options amongst employees and visitors to the Site;
- Ensure that the differing transport needs of all site users are taken into account as far as practicable;
 - Work in partnership with the local planning and highway authorities and other key stakeholders locally, to achieve both site-specific and area-wide reductions in single-occupancy car-based commuting; and
 - Continually develop, evaluate and review progress of the FWTP delivery.
- 6.27 The four main strands of the FWTP measures are:
- Improving sustainable transport services and facilities;
 - Promotion and marketing;
 - Promoting more efficient car use; and
 - Introducing smart working practices.
- 6.28 With respect to the first point, bus services are expected to be a key element of “sustainable transport services”. Due to the anticipated number of employees at WMI an increased frequency (from hourly to half hourly) of the 54 bus service between Wolverhampton and the Site has been identified as a possible solution. This increased frequency would then be available for all residents on the route between Wolverhampton and WMI.
- 6.29 A shuttle bus service will be provided, operating between WMI and significant clusters of employees. The route of this bus(es) will be decided in response to the findings of the Transport Steering Group but could include routes to Cannock, Wolverhampton and/or Walsall.
- 6.30 Therefore the approach of the Framework Travel Plan is to encourage and provide sustainable transport options that *will adapt to where employees come from*, within the TTWA. As such it is not intended to dramatically alter the employment catchment, but rather to improve the sustainability and reduce the impacts of this travel within in. The TTWA is therefore still a robust basis for any

consideration of employment effects of WMI, even with a Travel Plan in place.

6.31 It is possible that the new bus routes could be selected on the basis of key target areas for employment interventions. This would be decided by the Transport Steering Group taking into account these employment interventions as well as a range of other considerations.

Overview of the relationship between the Framework Travel Plan and TTWA

6.32 From an employment perspective, the important takeaways from the Transport Strategy and the framework Travel Plan are:

- The Transport Assessment is based on a TTWA which is considered to be reasonable under several different sense checks and which has been approved by the SCC and HE.
- This TTWA is a projection based on current car accessibility and does not include new initiatives such as buses, which may be brought in because of WMI. This is a worst case scenario, in line with HE methodology, which will ensure that the EIA and planning process is robust.
- The Framework Travel Plan allows for flexibility in what buses will be delivered. A Transport Steering Group will decide on the appropriate options in response to a range of factors including employee demand, and, potentially, employment initiatives.
- The Framework Travel Plan is not expected to result in a significant diversion from the TTWA (although it will make this travel more sustainable within it). If effects do happen, this is likely to result in an increase in relative accessibility to the Site for local people. This will reduce any adverse transport effects and will only have positive effects in terms of local employment ambitions.
- There is no contradiction between the Transport Assessment, the Framework Travel Plan and the TTWA for the purposes of establishing a robust Employment, Skills and Training Plan.

7 Conclusion

7.1 This Report has presented:

- **The estimated employment creation at WMI;**
- **The travel to work area and how it was established ;**
- **The labour market context for the TTWA; and,**
- **The relationship between the TTWA, the transport assessment and the ESTP.**

7.2 It has provided a summary evidence base to be used by Local Authorities and Stakeholders when they are considering potentially suitable employment initiatives and to provide context for proposed interventions.

7.3 The report demonstrates that:

- The transport assessment does not rely on employment and training initiatives to mitigate identified effects. Training initiatives would result in beneficial effects.
- The existing labour market has the capacity to meet the needs of this development.
- WMI is part of planned growth for the region: the LEP has a target of 50,000 jobs up to 2024; WMI would deliver the equivalent of 17% of this LEP-wide target. Job density in South Staffordshire is very low, and out-commuting is currently a threat to the district's economic sustainability. Job growth is needed to reverse this trend.

7.4 It demonstrates that, whilst there is some unavoidable uncertainty about the future, the work that FAL and their consultants has done has been tested and sense checked, and based on the available evidence. It therefore provides a reasonable basis for employment and transport assessments.

7.5 For more detail, this summary should be read in conjunction with the other assessments which will be submitted with the DCO Application and which are outlined in the *Introduction*.

Appendix 2: Labour Market Context Supplementary Statistical Information

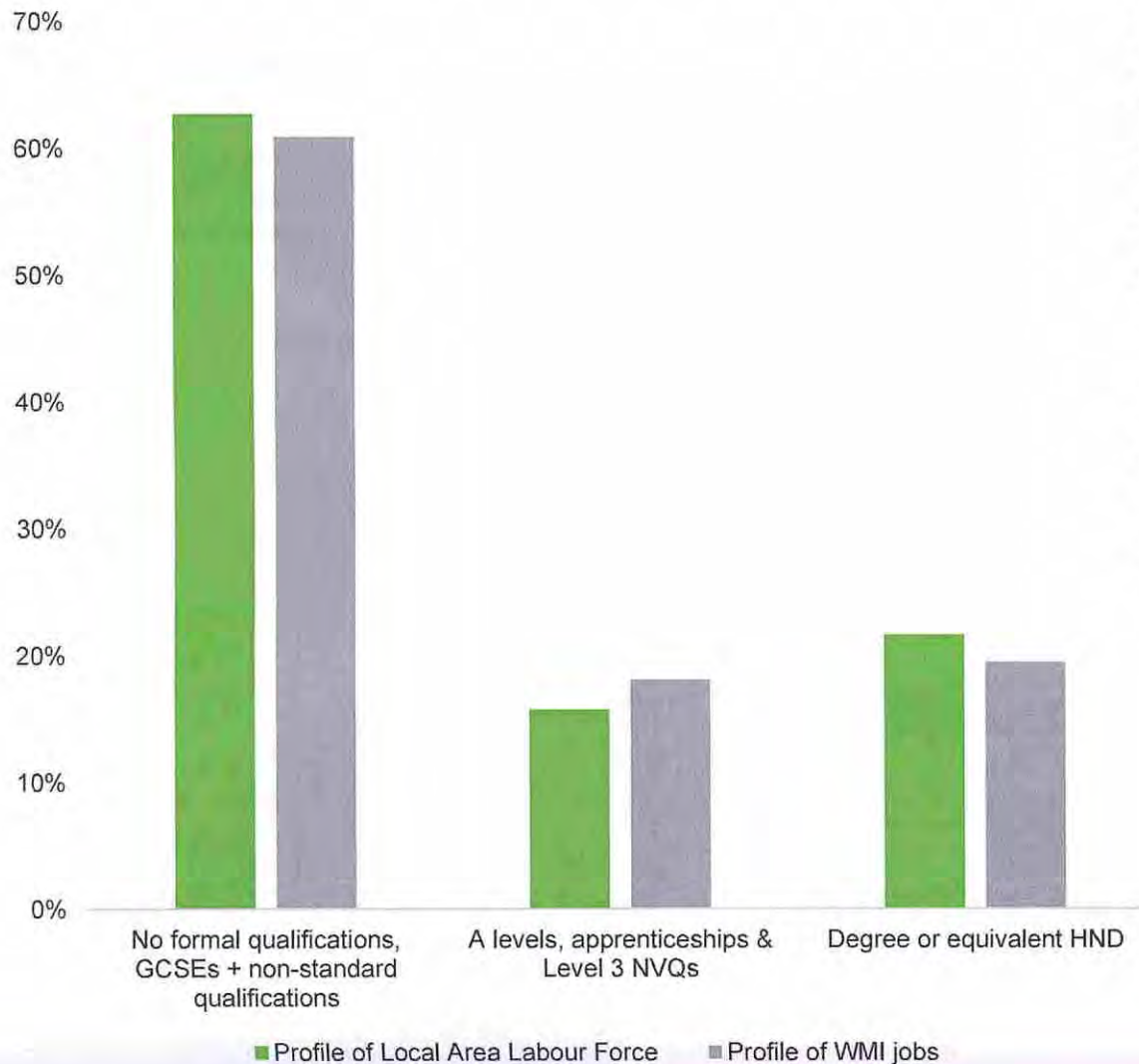
West Midlands Interchange
Labour Market Context
Supplementary Statistical
Information

March 2013



Quod

Local Area skills vs jobs match



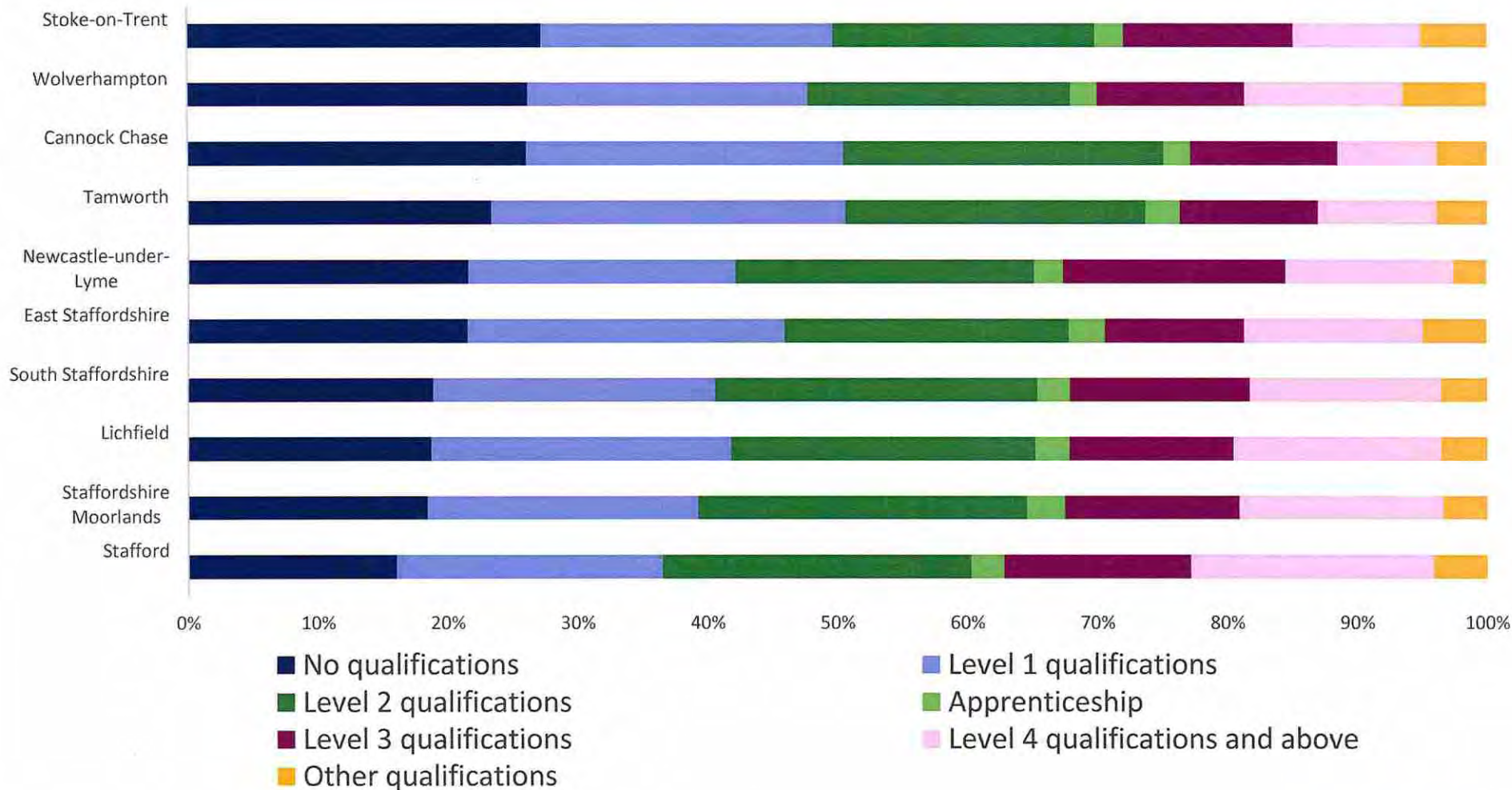
Local Area defined as Staffordshire County Council, South Staffordshire District Council & Wolverhampton City Council

Local Area profile based on 2011 Census.

More recent information at this level of detail is not available.



Skill level of unemployed residents %



Local Area profile based on 2011 Census.
 More recent information at this level of detail
 is not available.

Skill level of unemployed residents – absolute numbers

Unemployed Residents		GCSE - grade D, E, F or G; Level 1 NVQ	GCSE - grade A*, A, B or C; NVQ Level 2	Apprenticeship	A level - grade A, B, C, D or E, Level 3 NVQ	Level 4 NVQ, Degree, HND, Cert HE		
2011 census merged local authority district	All categories: Highest level of qualification	No qualifications	Level 1 qualifications	Level 2 qualifications	Apprenticeship	Level 3 qualifications	Level 4 qualifications and above	Other qualifications
Tamworth	2,894	677	790	667	77	307	265	111
Lichfield	2,824	529	652	661	74	356	452	100
Cannock Chase	3,810	994	930	939	78	431	292	146
South Staffordshire	3,065	579	665	760	77	424	452	108
Stafford	3,737	599	766	888	94	537	700	153
Newcastle-under-Lyme	4,178	903	861	958	94	715	541	106
Staffordshire Moorlands	2,369	437	493	599	70	318	372	80
East Staffordshire	3,625	781	886	791	102	388	500	177
Stoke-on-Trent	11,594	3,157	2,607	2,335	256	1,511	1,140	588
Wolverhampton	16,040	4,204	3,462	3,236	328	1,820	1,955	1,035
Total	54,136	12,860	12,112	11,834	1,250	6,807	6,669	2,604

Figures have not been rounded

Local Area profile based on 2011 Census.

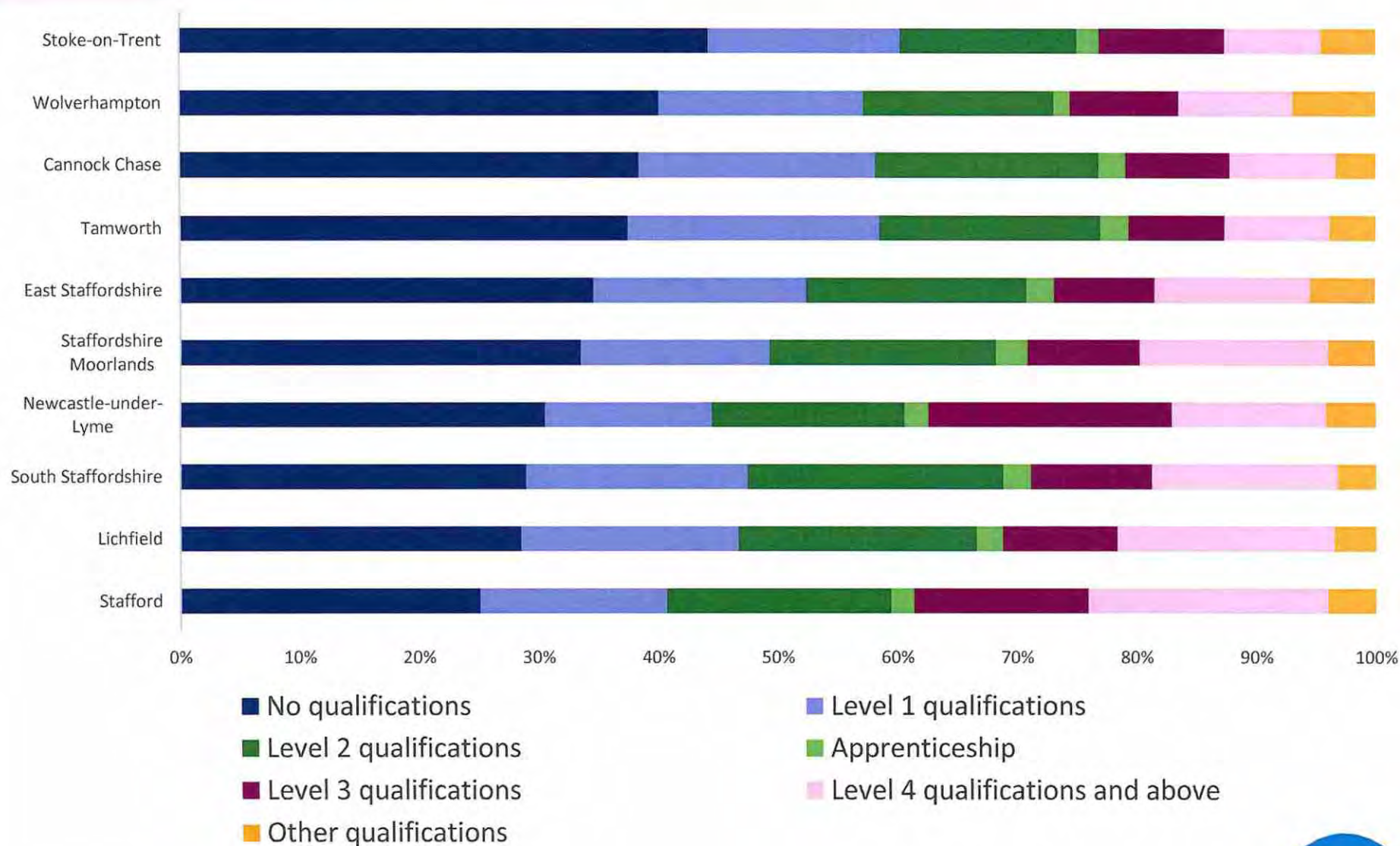
More recent information at this level of detail is not available.



Local Area profile based on 2011 Census.
More recent information at this level of detail
is not available.



Skill level of economically inactive residents %



Local Area profile based on 2011 Census.
More recent information at this level of detail is not available.



Skill level of economically inactive residents – absolute numbers

Economically Inactive Residents			GCSE - grade D, E, F or G; Level 1 NVQ	GCSE - grade A*, A, B or C; NVQ Level 2	Apprenticeship	A level - grade A, B, C, D or E, Level 3 NVQ	Level 4 NVQ, Degree, HND, Cert HE	
2011 census merged local authority district	All categories: Highest level of qualification	No qualifications	Level 1 qualifications	Level 2 qualifications	Apprenticeship	Level 3 qualifications	Level 4 qualifications and above	Other qualifications
Tamworth	9,960	3,731	2,098	1,840	234	800	873	384
Lichfield	12,928	3,682	2,356	2,573	284	1,236	2,348	449
Cannock Chase	13,291	5,102	2,633	2,479	298	1,158	1,177	444
South Staffordshire	13,635	3,943	2,526	2,919	310	1,381	2,122	434
Stafford	17,413	4,364	2,723	3,266	335	2,535	3,497	693
Newcastle-under-Lyme	20,272	6,184	2,832	3,267	403	4,127	2,615	844
Staffordshire Moorlands	12,547	4,205	1,985	2,371	333	1,179	1,985	489
East Staffordshire	15,644	5,409	2,788	2,879	363	1,320	2,038	847
Stoke-on-Trent	44,194	19,541	7,100	6,522	821	4,626	3,556	2,028
Wolverhampton	41,507	16,643	7,099	6,593	574	3,761	3,964	2,873
Total	201,391	72,804	34,140	34,709	3,955	22,123	24,175	9,485

Figures have not been rounded

Local Area profile based on 2011 Census.

More recent information at this level of detail is not available



Appendix 3: Bespoke ESTP Structure

Local Area profile based on 2011 Census.
More recent information at this level of detail is not available



EMPLOYMENT, SKILLS AND
TRAINING PLAN

[OCCUPIER/CONTRACTOR
NAME]



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3	OCCUPIER PROFILE	3
4	COMMITMENTS	4
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1 INTRODUCTION

1.1 This Employment, Skills and Training Plan (ESTP) sets out how [the occupier]/[the contractor] will put in place initiatives to achieve progress against the 15 success metrics set out in the WMI ESTP Framework.

1.2 It sets out:

1. The Proposed Development i.e. the units, floorspace and/or works package covered by this ESTP
2. The Occupier/Contractor profile
3. Commitments:
 - Engaging with the Brokerage Coordinator
 - Achieving progress against the 15 success metrics
 - Reporting and Monitoring

2 PROPOSED DEVELOPMENT

2.1 This Phase of Development comprises the construction/operation of:

- [Floorspace]
- [Area in sqm GEA]
- [Redline]
- [Works packages]

3 OCCUPIER PROFILE

a) Company Profile

3.1 [...]

b) Company vision

3.2 [...]

c) Summary of Operations at WMI

3.3 [...]

3.4 [#] jobs to be created

3.5 Skill profile of jobs to be created

3.6 Phasing of jobs if relevant

d) Overall Approach to Recruitment

3.7 [...]

e) Overall Approach to Training and Career Progression

3.8 [...]

4 COMMITMENTS

a) Agreeing to the Occupier and Contractor Charter

4.1 We agree to the commitments set out in the Occupier/ Contractor Charter set out in the ESTP Framework.

b) Engaging with the Brokerage Coordinator

4.2 We commit to positively and proactively engaging with the Brokerage Co-ordinator as specified under Section 4 of the Framework ESTP.

c) Achieving progress towards the 15 success metrics

4.3 We will implement the following initiatives to achieve the 15 metrics set out the ESTP Framework.

Metric	Means of achieving metric
	[...]
	[...]
	[...]
	[...]
	[...]

5 REPORTING AND MONITORING

5.1 As a Tier One Contractor/ Occupier we will be required to identify ways in which we will progress towards achievement of 15 Success Matrices set out in the ESTP Framework.

5.2 We will attend a pre-contract/occupation meeting at which the methods of monitoring and reporting will be agreed with the Brokerage Coordinators. This information is likely to include six monthly reporting on:

- Number of people employed at the site;
- % of employees resident within SSDC, SCC and CWC, by postcode;
- Number of apprentices working on site;
- Skills profile of labour force;
- Trainee's progress on site;
- Number of weeks trainees engaged on site;
- Skills attained/Qualification achieved;
- Support needed by contractors/occupiers from Brokerage Co-ordinators; and,
- Any other relevant and reasonable information agreed in advance with the Brokerage Co-ordinators.

5.3 Employment status¹ of recruits will be monitored by the Brokerage Coordinators.

¹ Employees will be considered to have come out of unemployment if they are 16 or over and meet one of two definitions. Prior to their employment at WMI they either met the ILO definition of unemployment or the ONS definition of economically inactive.



This is on the date that that the candidate submitted their job application for a job at WMI, they were a) without work for four weeks, i.e. were not in paid employment or self-employment; b) currently available for work, i.e. were available for paid employment or self-employment within two weeks of applying; and c) seeking work, i.e. had taken specific steps to seek paid employment or self-employment

OR

People not in employment who have not been seeking or in work within the last 4 weeks

6 SUMMARY AND COMMITMENTS

6.1 The [site] has the potential to accommodate up to approximately [### jobs] once complete and operational/during construction.

6.2 [overview of type of jobs]

6.3 [track record] [overview of approach]

6.4 We are committed to:

- #
- #
- #
- #
- #
- #
- #

