

Beehive Centre Redevelopment

Employment and Skills Strategy

August 2024

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Executive summary

The site: The Beehive Centre is a 240,000 sqft retail park currently fully let to tenants including Asda, M&S Simply Food, B&M Bargains, and Pets at Home.

The Proposed Development: A commercial-led, life science development of Class A office and lab space, high quality retail and a local centre set within a new area of public realm. The Proposed Development will support an estimated 6,450 jobs once operational, an uplift of 5,590 jobs (including 1,580 entry to mid level mid-skilled jobs) compared to the site.

Vision and objectives: outline local policy and issues relating to employment and skills and develop an approach to maximising the local employment and skills benefits of a development.

Cambridge City Council do not require an ESS to be submitted along with a planning application. The Applicant has volunteered an ESS to be secured by a planning consent in order to show its commitment to employing local people, meeting Cambridge's skills needs and reducing inequality within Cambridge.

Key issues

- 1. The growing cost of living and jobs paid below the living wage** – Cambridge is ranked the 5th most expensive city to live in the UK. Recently, there has been an increase in the proportion of jobs paid below the living wage 9% in 2020 to 11% in 2021. More workers are likely to experience financial pressures as the cost of living crisis continues.
- 2. Educational attainment gap** – 51% of pupils eligible for free school meals passed GCSE English, compared to 88% who were not eligible for free school meals.
- 3. Lack of mid-skilled jobs and the adult skills gap** – Cambridge has a lower proportion of mid-level skill workers (19% compared to 28% nationally). A lack of mid-skilled roles causes issues for adults who are less qualified. Across the nation 47% of the poorest adults have not received training since leaving school. A Cambridge priority is to ensure adults disconnected from the labour market have access to retraining opportunities.
- 4. Promoting equality in Cambridge** – there are higher levels of deprivation of education, skills, training and income in the north east of Cambridge.
- 5. Need for apprenticeships and new pathways** – Cambridge has a low proportion of apprenticeships in its workforce. In 2021, there were 4.4 apprenticeships starts per 1,000 workers, way below the national average of 12.7 apprenticeships per 1,000 workers.
- 6. Improving diversity and inclusion in the life sciences sector** – the life sciences sector has a low representation of women and ethnic minorities within senior positions. This lack of representation constrains the supply of talent to the sector.

Commitments

➡ The Applicant would advocate for all tenants to become Cambridge Living Wage Employers. Ensuring employees at all skill levels have financial security during the cost of living crisis.



➡ The Applicant will work with tenants to engage with local primary and secondary schools, focusing on schools with lower achievement rates in STEM subjects



➡ Tenants will be expected to provide adult training opportunities. This could be achieved through collaboration with local bodies, such as the Cambridge Adult Education Budget (AEB)



➡ The Applicant will request that tenants focus their outreach and training opportunities on areas in Cambridge that are struggling, such as north east Cambridge.



➡ All tenants at the Proposed Development will be asked to provide apprenticeships, and so will contractors during the construction period. These should focus on learners from a variety of backgrounds.



➡ The Applicant will work with tenants to seek pathways for priority groups into the types of jobs available. Tenants would be prompted to release data on diversity within their workforce, at all levels, to encourage representation.



Employment and skills action plan



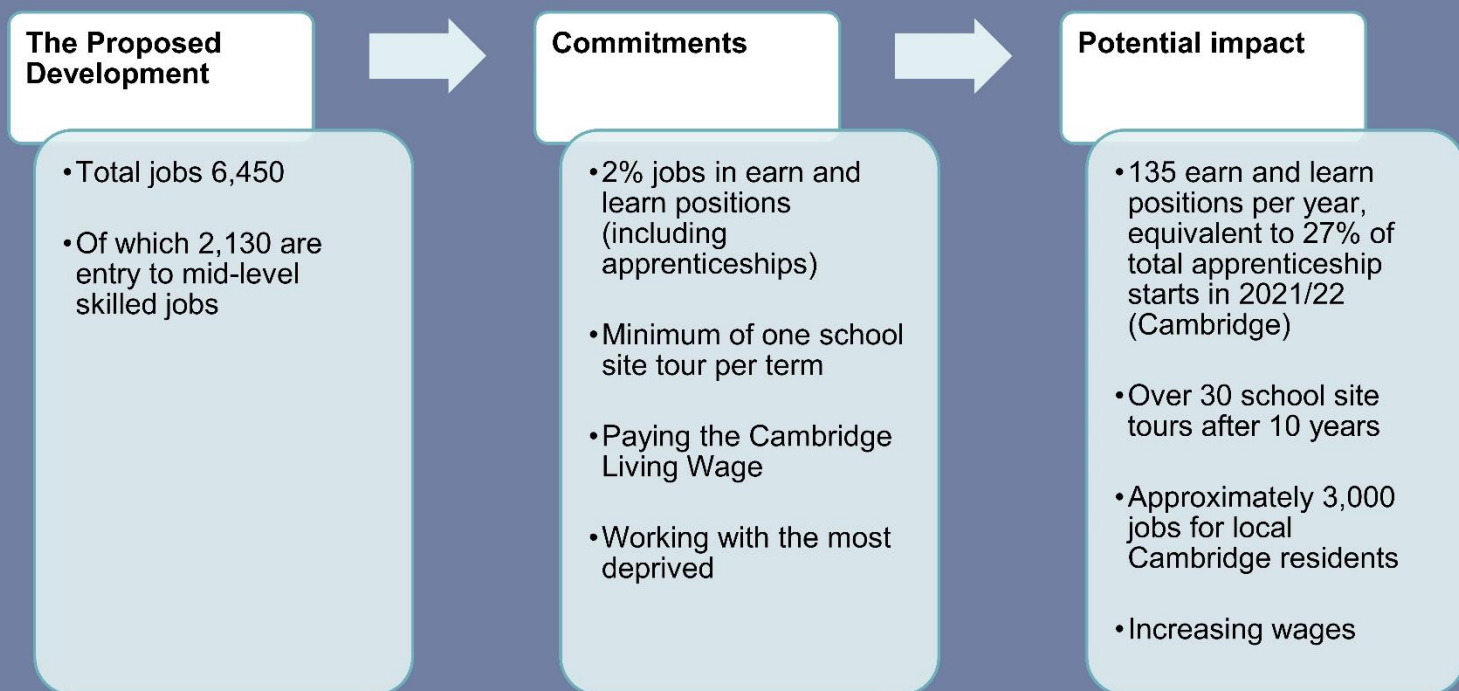
The final buildings of the Proposed Development are not expected to be complete until at least 2034. The Applicant is committed to drafting a detailed Employment and Skills Delivery Plan before occupation which will provide more detail on how it will all be delivered.



The Applicant will appoint an Employment and Skills Coordinator to deliver this strategy. The coordinator will notify the council of opportunities. A monitor and manage approach will be put in place to measure performance against KPIs and agree a set of actions where there are any shortfalls. This will ensure that the strategy can evolve and deliver something effective.



The Applicant will explore opportunities to collaborate with existing employment and skills programmes. It tends to be more effective to partner rather than re-invent the wheel as there are lots of existing programmes already. The Applicant would work with partners who respond to existing issues. The Applicant has already agreed to partner with some organisations such as Abbey People, Form the Future and Marshall Skills Academy.



Potential delivery partners

- Abbey People, Abbey Works initiative
- Form the Future
- FutureIN
- Marshall Skills Academy
- Cambridge City Council and CPCA

1. Introduction

- 1.1 This Employment and Skills Strategy (ESS) has been prepared by Volterra Partners LLP on behalf of Railway Pension Nominees Limited (the Applicant) to support the proposal for the redevelopment of the Beehive Centre in Cambridge.

The site

- 1.2 The Applicant owns the freehold of Beehive Retail Park. This is an approximate 240,000sqft open Class E retail park, currently let to tenants including Asda, M&S Simply Food, B&M Bargains, and Pets at Home. Whilst the site is fully let, the structure of the retail industry is changing with a reducing need for large-scale retail buildings, which has been accelerated by the COVID-19 pandemic.

The Proposed Development

- 1.3 The Proposed Development would be a commercial-led, life science development. There is an opportunity to densify the site, bringing forward a world-class commercial-led mixed-use scheme creating long-term benefits. The Proposed Development would contain a mix of Class A office and lab uses, along with efficient and high quality retail space, and a local centre set within a new area of public realm. The Proposed Development has been sensitively designed to provide a place to enjoy working and living, and offers a catalyst for regeneration. The vision is to offer a variety of floorspace options to support a wider range of occupiers and foster a collaborative and people-centric place, which embraces local heritage through its design, and is at the forefront of science and medicine.
- 1.4 The description of the development is:

'the demolition and redevelopment of the Beehive Centre, including in Outline Application form for the demolition and redevelopment for a new local centre (E (a-f), F1(b-f), F2(b,d)), open space and employment (office and laboratory) floorspace (E(g)(i)(ii) to the ground floor and employment floorspace (office and laboratory) (E(g)(i)(ii) to the upper floors; along with supporting infrastructure, including pedestrian and cycle routes, vehicular access, car and cycle parking, servicing areas, landscaping and utilities.'

Vision and objectives

- 1.5 An ESS aims to outline local policy and issues relating to employment and skills and come up with an approach to maximising the local employment and skills benefits of a development. Cambridge City Council do not require an ESS to be submitted along with a planning application. The commitments recommended in this report therefore go above and beyond policy requirement in Cambridge. The Applicant has agreed to an ESS to show its commitment to: employing local people, meeting Cambridge's skills needs, reaching parts of the community that do not usually benefit from such developments, partnering with recognised bodies to enhance the approach, and offsetting the impact of the cost of living crisis.
- 1.6 The report sets the vision, objectives, and framework of actions that will deliver the intended employment and skills benefits to the local community. It is offered to be an approved document as part of any planning consent, along with a requirement for an Employment and Skills Delivery Plan to be approved before the first occupation. This will add the precise detail around the actions at a time closer to the first occupation when it will be the most up to date and targeted towards achieving the objectives.

- 1.7 A mechanism is to be agreed to ensure the ESS is regularly reviewed to make sure it retains the best objectives to fulfil the vision, which in part will be informed by a structured programme of monitoring and reporting. Given the development will be built out over many years it is expected that Cambridge City Council will be one of the partners to help review and refresh the strategy into an up-to-date plan of action.
- 1.8 The report is split into the following sections:
- **Policy summary:** summarises the local and shared planning policy position relating to employment and skills;
 - **Key issues and priorities in Cambridge:** provides a summary of the key employment and skills issues and objectives identified in Cambridge, using baseline information; and
 - **Employment and skills commitments:** summarises the impact of the Proposed Development and details how the Proposed Development will support employment and skills opportunities in Cambridge. This includes strategies for community outreach that do not usually benefit from such developments and partnering with known and recognised local bodies to enhance the approach.
 - **Recommended action plan:** provides a recommended approach to deliver the employment and skills commitments outlined in the section above. This sets out the method to achieve the Applicant's vision and objectives for the ESS, the potential delivery partners, and the monitoring and reporting structure.

2. Employment and Skills Strategy

Policy summary

Cambridge policy

- 2.1 Cambridge City Council's Local Plan (2018) has several strategic objectives relating to employment and skills.¹ The focus is on the need to: "promote and support economic growth in environmentally sustainable and accessible locations, facilitating innovation and supporting Cambridge's role as a world leader in higher education, research, and knowledge-based industries, while maintaining the quality of life and place that contribute to economic success". Section five of the Local Plan identifies the need to promote skills and training and encourage local employment across a range of sectors, not just technology-based industries.
- 2.2 The Greater Cambridge Skills, Training and Local Employment topic paper goes into this in more detail. Cambridge is an internationally recognised leader for innovation and expertise in a range of sectors including life sciences, engineering, and creative industries.² The topic paper identifies the need for the development of skills to ensure business in these sectors can find employees and contribute to economic growth across Cambridge. Some of the key issues facing the area include:
- Significant growing proportion of jobs paid below the living wage;
 - Increasing demand for people with higher level qualifications;
 - Lack of mid-skill opportunities; and
 - Addressing the educational attainment and adult skills gap.
- 2.3 The topic paper refers to initiatives and employment opportunities in Cambridge including: the Greater Cambridge Partnership (GCP) aims to improve provision through 400 new apprenticeships, need to focus on the adult skills gap, and increasing employability.
- 2.4 The emerging Greater Cambridge local plan topic papers provide context on key issues and first proposals for policies that address these issues. The Wellbeing and Social Inclusion Topic Paper (2021) includes the following proposed policy: "*WS/IO Creating Inclusive Employment Opportunities Through New Developments*".³ This policy identifies the issue that Cambridge is the most unequal city in the UK. The policy considers how new developments could address this by making a direct contribution to the local communities through employment, skills development, apprenticeships, and other education and training programmes across the construction and operational phase of a development.

The Cambridge and Peterborough Combined Authority vision

- 2.5 The Cambridge and Peterborough Combined Authority (CPCA) has a vision to create a globally competitive economy grounded in high-skilled, better paid jobs, increased productivity and strong sustainable communities through:⁴

¹ Cambridge City Council, 2018. Cambridge Local Plan

² Cambridge City Council, 2020. Appendix C7: Skills, training and local employment topic paper

³ Greater Cambridge Shared Planning, 2021. Wellbeing and Social Inclusion Topic Paper

⁴ CPCA, 2019. Skills Strategy Framework

“An inclusive world-class local skills eco-system that matches the needs of our employers, learners and communities.”

- 2.6 There are two key documents that provide the skills strategy for CPCA that are relevant for the Proposed Development:
- CPCA, 2019. Skills Strategy Framework; and
 - CPCA, 2021. Life Science Strategy for the Cambridgeshire and Peterborough Combined Authority
- 2.7 **Table 2.1** shows the issues and challenges identified by the CPCA in the Skill Strategy Framework that are tailored around three key themes:
1. **Achieve a high-quality offer tailored to the needs of the three sub-economies:**⁵ The future economic, cultural and social wellbeing of the UK is increasingly dependent on ensuring that the workforce is flexibly skilled and adaptable to meet today's market needs and those of the future. This will address the unpredictable needs of the next 10 to 15 years and beyond.
 2. **Empower local people to access education and skills to participate fully in society, to raise aspirations and enhance progress into further learning or work:** It is key to promote and develop skills across the whole of the CPCA region, particularly in areas that are more deprived.
 3. **Develop a dynamic skills market that responds to the changing needs of local business:** Developing a skills market that will improve productivity and prosperity that is based on local labour market information.
- 2.8 **Table 2.2** includes the recommendations outlined in section 5.3 of the life sciences strategy for the CPCA, *Building talent & skills capacity for growth*.

Table 2.1 – Skills issues and challenges

Key themes	Issues to address	Challenges
1, 2 and 3	Staff shortages in priority sectors	The biggest challenge is the availability of trained staff in technical and management roles.
1, 2 and 3	Perception vs reality	The perception of apprenticeships and availability of apprenticeships needs to change.
1, 2 and 3	Plugging the skills gap	Address the disconnection between education & qualifications and skills & jobs. Ensure the connection between.
1	Lack of engagement in STEM subjects in school	Show the importance of STEM subjects in schools and colleges to raise awareness of jobs/qualifications fundamental to jobs in priority sectors: manufacturing, engineering, life sciences, agri-tech, digital IT, construction and health and social care.

⁵ The three sub-economies include Greater Cambridge (Cambridge and South Cambridgeshire), Greater Peterborough and surroundings (including north Huntingdonshire), and The Fens (including Fenland, some of East Cambridgeshire and part of Huntingdonshire).

Key themes	Issues to address	Challenges
1 and 2	Connecting the disconnected	Some residents have become disconnected from the labour market for a variety of reasons. More support and transition programmes are required.

Source: CPCA, 2019. Skills Strategy Framework

Table 2.2 – Recommendations to build talent and skill in the life sciences sector

Recommendation	Description
Create a new technical education programmes to support skills required by life sciences firms	Partner with the educational institutions in the CPCA to identify where education programmes could be created or better adapted to meet the needs of the life sciences sector. The establishment of the University of Peterborough is key for this.
Support for alternative routes into life sciences employment	Alternative routes such as apprenticeships should be encouraged. This should be in partnership with educational institutions.
Improve diversity and inclusion in the sector	Representation of different ethnic, gender, demographic, socio-economic and other identity groups within life sciences firms is a key priority. The current representation is poor within the sector and the CPCA recommend firms should share as much information on the demographic of its workforce to improve representation.

Source: CPCA, 2021. Life Science Strategy for the Cambridgeshire and Peterborough Combined Authority

3. Key issues and priorities in Cambridge

- 3.1 Based on a review of local policy and data analysis, the following local issues have been identified which are relevant to the Proposed Development.

The growing cost of living and jobs paid below the living wage

- 3.2 The real living wage is a calculated wage that reflects the real cost of living. The real living wage for everywhere apart from London (including Cambridge) is £12.00 per hour,⁶ which is higher than the National Living Wage in the UK, which is £10.42 for people aged 23 or over. The London living wage is £13.15 per hour.⁷
- 3.3 Cambridge is ranked as the fifth most expensive city to live in the UK.⁸ Many argue Cambridge should use the London living wage as the cost of living is much higher than other parts of the country.
- 3.4 A small but significant proportion of the jobs in the city are paid below the real living wage of £10.90. According to the data, 11% of Cambridge residents are paid below the real living wage. This has grown from 9% in 2020. As noted however, the real living wage is unlikely to be sufficient for many due to the high cost of living in Cambridge so this probably underestimates the amount of low paying jobs.
- 3.5 Cambridge Citizens Advice (CCA) is a local charity which provides free support to meet the needs of the local community. The CCA have released a cost of living dashboard which highlights the severity of the crisis and the issues people are seeking support for on a monthly basis.⁹ The dashboard includes data on the support provided to residents of Cambridge and South Cambridgeshire. The key points from the January 2024 data are listed below:
- January 2024 was the highest month on record for crisis support requests;
 - Support for the five cost of living issues were at the highest ever level; and
 - There has been a rise in the number of people who need recurring crisis support.
- 3.6 **Figure 3.1** illustrates the monthly figures for five cost of living issues the CCA have helped residents with over past decade. Advice on charitable support, foodbanks, and energy related cost of living issues has grown substantially in the past decade. Since the start of the COVID-19 pandemic in March 2020, the number of people supported with cost of living issues has gone from the lowest level in the last decade to the highest in January 2024. This shows the cost of living continues cause a strain on people's lives with more people than ever before seeking support.

⁶ Living Wage, 2024. What is the real Living Wage?

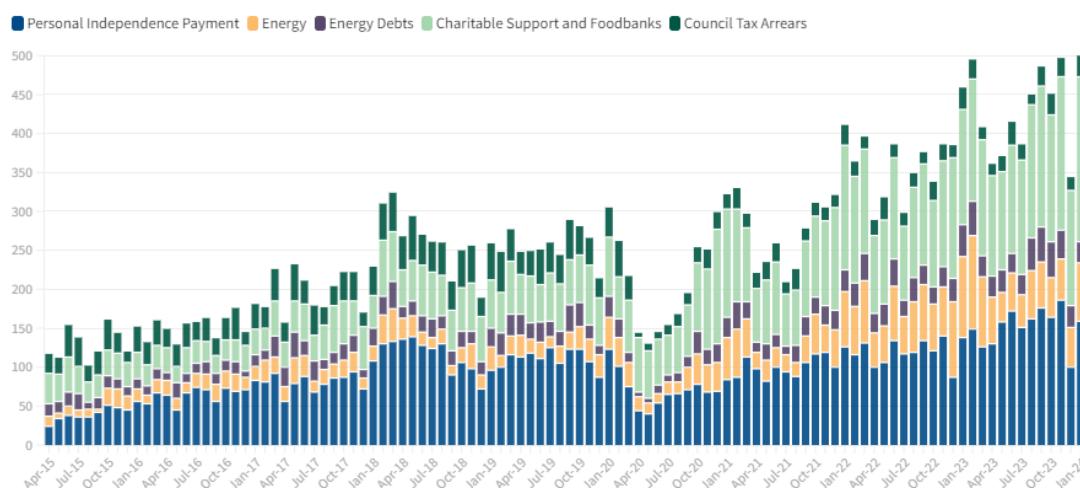
⁷ Living Wage, 2024. What is the real Living Wage?

⁸ Livingcost.org, 2021. Cost of living in Cambridge, ENG. <https://livingcost.org/cost/united-kingdom/eng/cambridge> Date accessed 16/12/2022.

⁹ Cambridgeshire and Peterborough Insight, 2023. CAB – Cost of Living Dashboard

Figure 3.1 – There has been a growth in the number of residents that require support from Cambridge Citizens over the last decade, in particular for charitable support or foodbanks or energy related issues

Trends of top five key cost of living issues since 2015 number of people Cambridge Citizens advice have helped monthly



Source: Cambridgeshire and Peterborough Insight, 2023. CAB – Cost of Living Dashboard

Lack of mid-level skilled jobs

- 3.7 Cambridge has a highly educated population. It ranks 11th in the country for the proportion of working age population with an RQF level 4 and above (63.7%).¹⁰ The jobs market in Cambridge is focused on high-skilled occupations within specialised sectors.
- 3.8 However, there is a lack of opportunities for mid-level skilled occupations such as: administrative and secretarial occupations; skilled trades occupations; caring, leisure and other service occupations. In 2021 there were 3,200 fewer workers in mid-level occupations in Cambridge compared to 2015. This represented a reduction from 25% of total jobs to 19%.¹¹ The proportion of employees in mid-level occupations in 2021 is much higher across the East and England where they make up 30% of jobs. In Greater Cambridge, there was a reduction of 3% (5,000 jobs) in the proportion of workers in mid-skilled roles between 2011 and 2021. This is in line with national reduction, but higher than the 1% reduction across the East.¹²

Educational attainment gap

- 3.9 The high skilled nature of jobs and high level of educational attainment for Cambridge residents has resulted in an educational attainment gap. Opportunities for young people from low income households are reduced as their educational attainment is often lower than children in higher income households

¹⁰ ONS, 2021. Annual Population Survey.

¹¹ ONS, 2015 – 2021. Annual Population Survey.

¹² ONS, 2011 – 2021. Annual Population Survey

3.10 Across Cambridge there is evidence that the level of income has influence on attainment. Students eligible for Free School Meals (FSM) in both areas perform significantly worse in English and Maths GCSEs than students not eligible for FSMs. Children are eligible for FSMs if their parents are entitled to any of the following types of support which are typically associated with low income:¹³

- Income support;
- Income-based Jobseeker's Allowance;
- Income-related Employment and support allowance;
- Support under Part VI of the Immigration and Asylum Act 1999;
- The guaranteed element of Pension Credit;
- Child Tax Credit;
- Working Tax Credit; and
- Universal Credit.

3.11 The gap in the pass rates for students who are eligible for FSM and those that are not eligible is larger in Cambridge than the regional and national average, as shown in **Table 3.1** and **Table 3.2**.

Table 3.1 – The gap in GCSE English attainment is wider in Cambridge than it is across regional and national comparators

GCSE English benchmark pass attainment for students eligible for FSMs and students not eligible for FSMs (2021/22)

Area	Eligible for FSM benchmark – English pass (%)	Not eligible for FSM – English benchmark pass (%)	Gap (percentage points)
Cambridge	57	88	31
East of England	58	84	26
England	61	84	23

Source: Department of Education, 2022. Key stage 4 performance. NB: figures may not sum due to rounding

Table 3.2 – The gap in GCSE Maths attainment is wider in Cambridge than it is across regional and national comparators

GCSE Maths benchmark pass attainment for students eligible for FSMs and students not eligible for FSMs (2021/22)

Area	Eligible for FSM – Maths benchmark pass (%)	Not eligible for FSM – Maths benchmark pass (%)	Gap (percentage points)
Cambridge	51	88	37
East of England	50	79	29
England	52	78	26

Source: Department of Education, 2022. Key stage 4 performance. NB: figures may not sum due to rounding

¹³ GOV, 2024. Apply for free school meals

Adult skills gap

- 3.12 In 2019, the Social Mobility Commission (SMC) reported that education and training initiatives have focused on young people.¹⁴ However, there is a requirement for focus on adult education to reduce the skills gap, particularly for adults on low incomes. The SMC find that 47% of the poorest adults have not received training since leaving school and they are more at risk of losing their jobs due to increased use of technology in low-skilled roles.
- 3.13 **Table 2.1** states that “connecting the disconnected” is a key issue in the CPCA. To improve outcomes, sufficient opportunities for retraining for adults that have become disconnected from the labour market should be brought forward.

Promoting equality in Cambridge

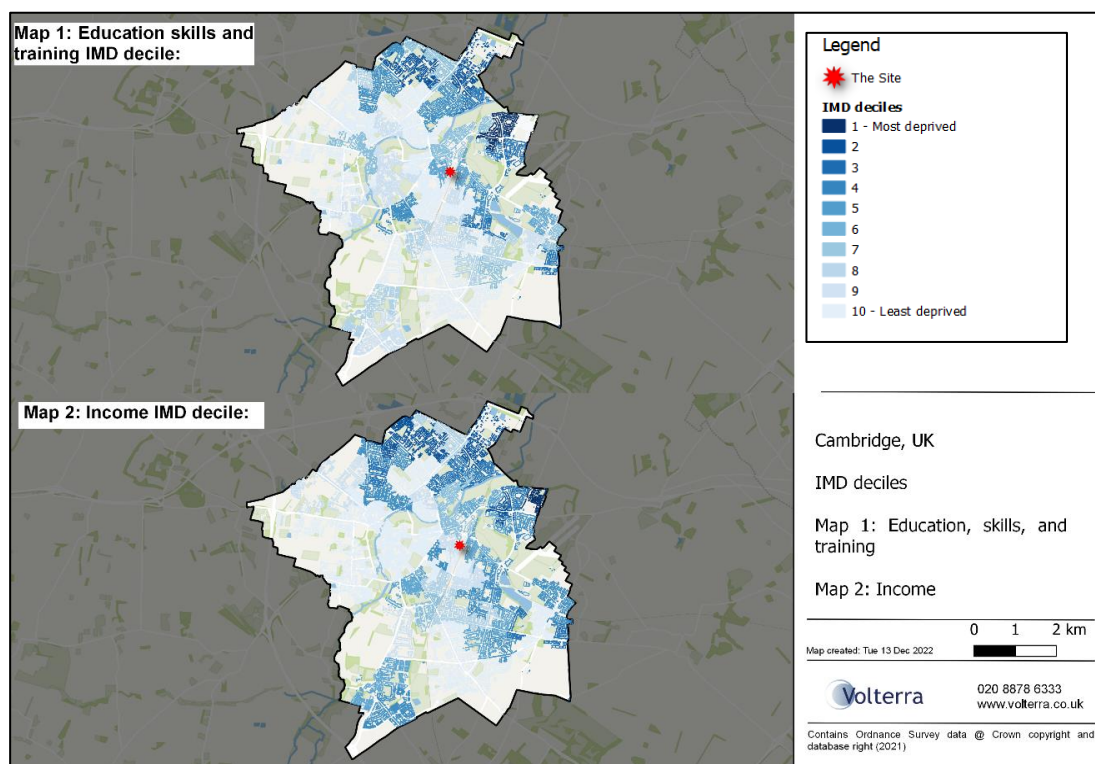
- 3.14 Based on the English Indices of Multiple Deprivation (IMD), overall deprivation in Cambridge is relatively low.¹⁵ The local authority ranks 205th out of 317, where 317 is the least deprived local authority. Cambridge is considered the most unequal city in the UK.¹⁶ The IMD can be disaggregated to lower-layer super output area (LSOAs) and into different domains of deprivation. The education, skills, and training domain measures the attainment and skills in the local population. The income deprivation domain measures the proportion of the population experiencing deprivation relating to low income.
- 3.15 The darker blue areas in the figure below shows that there are areas within Cambridge, particularly in the north east, which display higher deprivation in terms of education, skills and training and income.

¹⁴ SMC, 2019. Adult skills gap report

¹⁵ MHCLG, 2019. IMD

¹⁶ Greater Cambridge Shared Planning, 2021. Wellbeing and Social Inclusion Topic Paper

Figure 3.2 – Cambridge IMD education, skills and training and income domains, 2019



Source: MHCLG, 2019. IMD

- 3.16 The Proposed Development is well-placed to optimise the opportunity to address the identified issues because it is geographically located close to those areas in most deprivation within the city.

Need for apprenticeships and new pathways

- 3.17 Apprenticeships take up is low in Cambridge and Greater Cambridge. In 2021/22 there were 4.4 apprenticeships starts per 1,000 workers in 2021/22 in Cambridge, compared to 4.3 starts in Greater Cambridge. This is significantly lower than the regional and national rates of 12 and 13 starts per 1,000 workers respectively.¹⁷
- 3.18 It is both national and local policy to promote alternative routes into employment that differs from the higher education route. This helps to improve diversity and inclusion across sectors. The CPCA have identified that there is a poor perception of apprenticeships, due to the common view that apprenticeships and vocational training are not on par with academic education. This has knock on effects for the availability of apprenticeships, particularly in higher skilled industries. The CPCA state that a key issue is to increase the availability as well the perception of apprenticeships.
- 3.19 Providing a healthy balance of diverse employment pathways, including vocational training and apprenticeship schemes, is necessary to bridge the skills gaps between education and the labour market.

¹⁷ DfE, 2021. Apprenticeships and traineeship data

The Greater Cambridge Shared Partnership Jobs topic paper (2021) outlines there is a lack of alternative routes into employment in the area.¹⁸ It states that there is a requirement to:

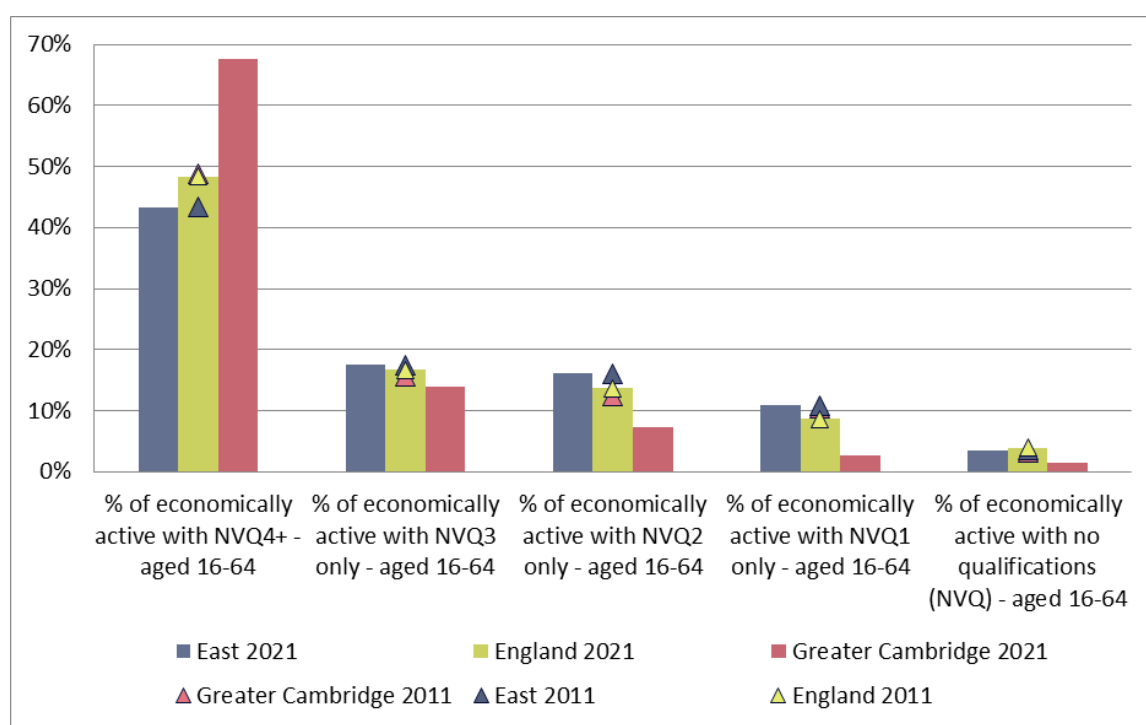
“Enhance exposure to role models, work experience, and understanding of various training routes into sectors and occupations.”

Increasing demand for higher qualified workers

3.20

Figure 3.3 shows the growth in the qualification level of economically active resident in Greater Cambridge (ONS, 2022). Since 2011, Greater Cambridge has seen an increase of 19% in the proportion of economically active residents with NVQ4+ qualifications. This is significantly higher than the regional growth of 11% and national growth of 12%. This shows the importance of sufficient pathways to be available to ensure Cambridge residents from all socio-economic backgrounds have the opportunity to access the training and development

Figure 3.3 – Change in qualification level of economically active residents from 2011 to 2021



Source: ONS, 2022. Annual Population Survey

¹⁸ GCSP, 2021. Jobs topic paper

Improving diversity and inclusion in the life sciences sector

3.21

Diversity and inclusion in the life sciences sector is poor. According a study,¹⁹ just 14.8% of the of directors across 132 public and private sector life sciences firms were female, with 40% of the companies having no women on the board of directors. Just 7.3% of the total directors were from ethnic minority backgrounds and 70% of companies were found to have no ethnic minorities as their board members. The Life Sciences Strategy for CPCA states that as well as the moral obligation, increasing representation would be beneficial for the life sciences sector, as the more people who see life sciences as a viable and inclusive sector to work in, the larger the pool of talent available to fill potential positions.²⁰

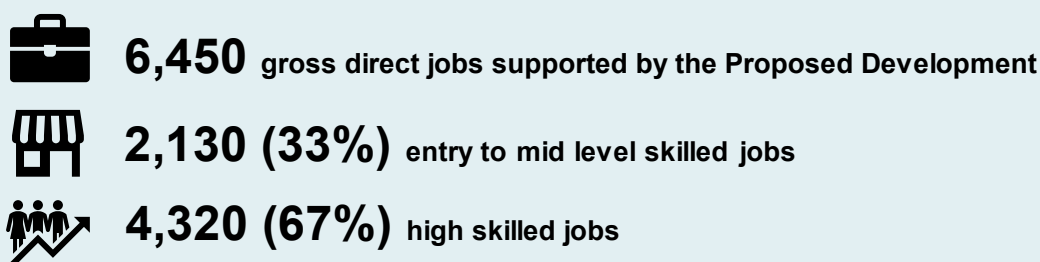
¹⁹ Liftstream, 2020. UK Life Sciences 2020 Board and Leadership Diversity

²⁰ CPCA, 2021. Life Science Strategy for the Cambridgeshire and Peterborough Combined Authority

4. Employment and skills commitments

The economic impact

The Proposed Development: scale of opportunity



An uplift of 1,580 entry to mid level skilled jobs relative to the existing site

A framework for employment and skills commitments

4.1 The proposed framework outlined in this section includes a set of employment and skills commitments that have been designed to align with the key employment and skills issues facing Cambridge. The Proposed Development has the opportunity to address these issues through various commitments. The Applicant is devoted to working with all tenants to adhere to these commitments. The table below summarises how each commitment addresses the key employment and skills issues identified in Cambridge. The next section provides detail on how these commitments will be implemented in practice.

Table 4.1 – Summary of key issues and the framework for employment and skills commitments

Key issues	Framework for employment and skills commitments
The growing cost of living and jobs paid below the living wage: The cost of living crisis will cause financial difficulties for those with low income jobs. Cambridge is ranked the 5th most expensive city to live in the UK. Recently, there has been an increase in the number of jobs paying below the Cambridge living wage from 9% to 11% across the city. There is a growing number of residents in Cambridge seeking cost of living support.	The Applicant will use reasonable endeavours to encourage all tenants at the Proposed Development to become a Cambridge living wage employer. This will ensure that future employees, across all skill levels, at the Proposed Development have financial security over the course of their employment.

Key issues	Framework for employment and skills commitments
Educational attainment gap and promoting equality in Cambridge: There is a clear educational gap for disadvantaged children, which results in their future employment prospects being hampered.	The Applicant has committed to ensuring tenants will engage with local primary and secondary schools. It is recommended that the Applicant works with the local authority and partners such as the Form the Future to identify schools in deprived areas or with limited existing help. School engagement would help improve knowledge of the pathways to the life sciences sector, which is often a barrier for many students.
Lack of mid-level skilled jobs, the adult skills gap, promoting equality in Cambridge: The lack of mid-level skilled jobs causes issues for adults who are less qualified. Most training opportunities are provided for younger people which has caused adults who require retraining to be left behind.	The Applicant will encourage tenants to provide training and opportunities for both younger and older generations. This could be achieved through partnership with the CPCA Adult Education Budget, which provides training to adults that lack qualifications helping to improve employment prospects in areas where levels of educational attainment are low, such as north east Cambridge.
The need for apprenticeships: Local policy and other strategies have identified the need for new pathways into the life sciences sector that go beyond the traditional higher education route.	The Applicant will ensure that contractors and tenants provide apprenticeships during the construction and operational phases. They should consider working with local bodies to ensure these are provided to learners from a variety of socio-economic backgrounds.
Improving diversity and inclusion within the sector: There is an underrepresentation of ethnic minorities and females within the across the life sciences sector, particularly in higher skilled positions.	The Applicant will encourage tenants to proactively seek to develop partnerships to promote routeways for priority groups into the types of jobs being offered by the Proposed Development. The Applicant will seek to improve representation in the life sciences sector by encouraging operators to provide as much data on diversity in their workforces, at all levels.

Additional actions to inform the ESS delivery plan

- 4.2 The Applicant has stated that they are open to the following additional actions once they have started to work with contractors and tenants in future stages.
- **Construction** – the Applicant will work with top tier contractors who are experienced at targeting and training local people for employment. The Applicant is committed to working with a contractor(s) with a commitment to providing apprenticeships and working with the council to support the employment and skills aims outlined in this document. These commitments will be passed down contractually through the supply chain;
 - **Advertising opportunities** – working with local job boards and Cambridge City Council notifying them of relevant opportunities. The Applicant is committed to notification of job vacancies, arising from both the construction and end-use occupation, to the Council or any other agency nominated by the Council. This will ensure that individuals are aware of new opportunities that may be accessed by them through the Proposed Development;

- **Monitoring and management** – the Applicant will work with the council to report on performance against the objectives outlined in this report and then manage this collaboratively if there are areas where the objectives are not being delivered; and
- **Collaboration** – the Applicant will explore opportunities to collaborate with existing employment and skills programmes. It tends to be more effective to partner rather than re-invent the wheel as there are lots of existing programmes already. The Applicant would work with partners who respond to existing issues. For example, the partners may provide programmes to support priority groups or they may focus on related sectors such as life science. Some potential partners include are summarised in the next section.

4.3 Prior to operation of the Proposed Development, once more is known about the tenants, the Applicant would produce an Employment and Skills Delivery Plan which would provide more detail on the specific measures to support these objectives. The Applicant would work with the council to identify potential opportunities for local people and maximise the skills opportunities arising from the proposals. The next section outlines a recommended approach to for the Employment and Skills Delivery Plan.

5. Recommended action plan

- 5.1 This section gives an overview of how the commitments outlined in the previous section could be implemented at the Proposed Development, including the broad approach for delivery, a method by which each commitment could be measured, a list of potential delivery partners, and a way of reporting against the targets.
- 5.2 The final buildings of the Proposed Development are not expected to be complete until at least 2034. It is therefore difficult to provide specific commitments for operational aspects at this stage. This section provides further information on how they will be implemented to demonstrate that the Applicant is committed to supporting positive outcomes locally, but it is not possible to provide the full plans at this stage as the local employment and skills landscape is likely to have changed by this time. The Applicant is committed to drafting a detailed Employment and Skills Delivery Plan before occupation which will provide more detail on how it will all be delivered.

Monitoring and management

- 5.3 To ensure the strategy is successful, the Applicant would appoint an Employment and Skills Coordinator who would provide a point of contact between the council, principal construction contractor and tenants at the Proposed Development. This person would be responsible for the delivery of the employment and skills commitments outlined in the S106 agreement and would also be responsible for:
- Ensuring key elements of the strategy is understood between all parties;
 - Developing stakeholder relationships, such as with education bodies and other partners; and
 - Ensuring the monitoring, management and reporting of commitments.
- 5.4 During the construction phase, the Employment and Skills Coordinator would work with the lead contractor to ensure commitments are being met across the whole operation, including the sub contractors.
- 5.5 For the operational phase, the coordinator will work with all tenants to adhere to employment and skills initiatives and coordinate with partners to deliver the commitments. Developing relationships with delivery partners will be vital to delivering successful outcomes. The coordinator will work with local schools, colleges, universities, charities and job shops to support delivery.

Potential delivery partners

- 5.6 The Applicant has already met with several potential delivery partners who could support the delivery of the commitments in this ESS.
- **Abbey People, Abbey Works initiative** – the Proposed Development is situated in the Abbey ward. Many people within Abbey have issues with income and employment and would be keen to work part-time, but lack the skills and pathways to do so. Abbey Works is a project which aims to help people within the Abbey ward to try roles in different industries which can help them understand areas of retraining or which apprenticeships to take. The Applicant has agreed to partner with Abbey People but the detail is to be confirmed. This may consist of identifying roles at the Proposed Development that tenants would be willing to fill using a work placement (typically around 8 – 12 weeks). The scheme aims to have a continuous number of potential workers coming in, with the possibility of getting them into permanent roles or apprenticeships. Beneficiaries of the scheme includes residents in CB5 postcodes, who are aged 16 or over and not in full time education or employment, or older adults, who have never worked or are long term unemployed (unemployed for at least a year). Therefore, becoming a partner organisation would meet a number of commitments outlined within this ESS, such as:

providing adult training, focusing outreach on areas within Cambridge that are struggling, and providing new pathways into life sciences.

- **Form the Future** – the Applicant is working with Form the Future to create a long term programme working with schools and local educational organisations to ensure positive employment opportunities for young people.
- **FutureIN** – are a body who work with young homeless people and give them opportunities in construction. The Applicant is working with FutureIN to target construction opportunities to Abbey residents.
- **Marshall Skills Academy** – the Applicant is part of a working group that is developing a plan to create a construction skills academy at the Marshall Airport site.
- **Cambridge City Council and CPCA** – the Applicant is collaborating with Cambridge City Council and CPCA to ensure the objectives of the ESS and wider scheme match their requirements. Given the development will be built over many years it is expected that these requirements may change and the ESS will need to be regularly reviewed to ensure the objectives are still up-to-date. Cambridge City Council and the CPCA will be key partners to ensuring the success of the objectives and the Applicant will ensure it builds and retains a strong relationship with them both.

Broad approach

- 5.7 **Table 5.1** outlines the ways employment and skills commitments could be delivered at the Proposed Development. This includes a recommended approach for how the commitment is carried out, a cross reference to the employment and skills issue it addresses, how it will be monitored, and a way of securing it in the S106 agreement.
- 5.8 For commitments that have quantifiable impacts, KPIs can be developed. Some examples of KPIs are included in the table. However, these are based on national benchmarks and/or commitments made by similar developments, therefore, they should be viewed as indicative. In order for KPIs to be developed consultation with community, education bodies, and other stakeholders is required to ensure KPIs are appropriate and achievable. For example, setting a commitment in the S106 agreement on the number of apprenticeships per year without consulting whether providers have enough capacity to meet this quota would mean a consistent shortfall in the targets. The Applicant is committed to continued engagement to refine the targets.

Reporting and oversight

- 5.9 Reporting on the progress and delivery of commitments is essential to ensure the strategy maximises its benefits. For the construction phase, outcomes such as number of apprenticeship starts, number of weeks of training provided will be reported on an annual basis.
- 5.10 For the operational phase, it is important for commitments that are active to be reviewed consistently, to ensure the Applicant can demonstrate their actions are effective, adhere to agreed targets, and allow for the refinement of them by working with the delivery partners. A monitoring report timetable which includes formal review meetings with the council would be agreed with the council.
- 5.11 The potential S106 commitments provide examples of KPIs that the Applicant could commit to once appropriate stakeholder engagement and a full strategy has been developed. Once the detailed Action Plan is created and KPIs are set, should the reports show any shortfalls of KPI targets, the Employment and Skills Coordinator will raise this with the council, describing the reasons why the targets were not met. The council and coordinator can agree a set of actions to address this in the future. This monitoring and managing approach will work to deliver something that is effective.

Table 5.1 – broad approach for committing to employment and skills initiatives at the Proposed Development

Issue	Initiative/commitment	Broad approach	Measurement	Potential S106 commitment
The growing cost of living and jobs paid below the living wage	The Applicant would advocate for all tenants to become Cambridge Living Wage Employers.	The Applicant work with contractor if the business and its sub-contractors commit to paying all staff no less than £12.00 per hour. Obligations around the payment of the Living Wage will be passed on to end-use tenants through their lease where possible.	The principal contractor would report on the payment of the living wage. The Employment and Skills Coordinator would be responsible for measuring the number of tenants that are paying the Cambridge Living Wage.	The Applicant's is committed to using reasonable endeavours to maximise the Cambridge Living Wage among construction workers via the contractors and their supply chain. The Applicant commits to using reasonable endeavours to maximise the number of tenants at the Proposed Development paying all staff the Cambridge Living Wage.
Educational attainment gap	The Applicant will work with tenants to engage with local primary and secondary schools, focusing on schools with lower achievement rates in STEM subjects	There are approximately 26 primary schools, eight secondary schools, and two colleges within Cambridge. The Employment and Skills Coordinator would work with the council and other education partners, such as the CPCA Skills Brokerage Service, to identify schools that would benefit the most from site tours, career talks and job fairs. This would include activities aimed at introducing them to life sciences to help create the link between education and industry.	The number of school engagements per term at the Proposed Development will be counted and reported upon.	A minimum of number of one site tour per term for identified schools. The Applicant will provide more detail on school engagement in the Employment and Skills Plan. Work with partner(s) to deliver objectives (eg Form the Future and Cambridge Science Centre).
Adult skills gap, Lack of mid-level skilled jobs and	Tenants will be expected to provide adult training opportunities. This could be achieved through	The Employment and Skills Coordinator will engage with education bodies in Cambridge that	Measuring the number of workers within earn and learn positions, only where	A target of 2% of all employees within each company in earn and learn positions.

Issue	Initiative/commitment	Broad approach	Measurement	Potential S106 commitment
Promoting equality in Cambridge	collaboration with local delivery partners.	can offer adult training opportunities. This will ensure that there are opportunities for earn and learn ²¹ positions to be available at the Proposed Development (these include apprenticeships).	learning takes place for at least three months.	Work with partner(s) to achieve outcome (eg Abbey Works and Marshall Skills Academy).
Adult skills gap and Promoting equality in Cambridge	The Applicant will request that tenants focus their outreach and training opportunities on areas in Cambridge that are struggling such as north east Cambridge.	As well as working with JobCentre Plus in Cambridge. To help to focus the tenants outreach, the Employment and Skills Coordinator would work with community groups in disadvantaged areas to promote the opportunities and pathways to employment at the Proposed Development. Becoming a partner for the Abbey Works initiative is another method the Applicant could commit to this.	The Employment and Skills Coordinator would monitor and report on the success of outreach to these areas.	All opportunities at the Proposed Development will be advertised at JobCentre Plus and on the council's job board. Work with relevant partner (eg Abbey Works).
The Proposed Development is well-placed to optimise the opportunity to address the identified issues because it is geographically located close to those areas in most	All tenants at the Proposed Development will be asked to provide apprenticeships and so will contractors during the construction period. These should focus on learners from a variety of backgrounds.	Potential providers could include Cambridge Regional College, Cambridge Academy for Science and Technology, CSR Scientific Training Limited The Applicant will ensure the principal contractor is contractually obliged to provide apprenticeships or work placements. These would be based on CITB benchmarks for office developments. ²²	Number and duration of placements will be recorded and reported.	The principal contractor will work with the Applicant to maximise the number of apprenticeships or work placements that will take place during the construction phase. Tenants at the Proposed Development will be encouraged to target at least 2% of their workforce as

²¹ Earn and learn describes routes into employment which combine study with practical experience.

²² The National Skills Academy. 2017. Client Based Approach to developing and implementing an Employment and Skills Strategy on construction projects

Issue	Initiative/commitment	Broad approach	Measurement	Potential S106 commitment
deprivation within the city. Need for apprenticeships and new pathways		For the end-use phase, the coordinator will engage with providers to discover capacity on the number of apprenticeships available per term. Examples of apprenticeships that would apply include Laboratory Technician (Level 3), Technician Scientist (Level 5), Science Industry Maintenance Technician (Level 3).		apprenticeships/earn and learn positions.
Improving diversity and inclusion in the life sciences sector	The Applicant will work with tenants to seek pathways for priority groups into the types of jobs available. Tenants would be prompted to release data on diversity within their workforce, at all levels to encourage representation.	The Applicant will set out the reasons why data on diversity is required from each tenant. The Employment and Skills Coordinator will be responsible for ensuring each tenant has their own diversity and inclusion strategy.	The number of tenants releasing data will be measured on an annual basis, with a report alongside describing the diversity of the workforce at the Proposed Development.	Employment and Skills Coordinator to engage with HR leads of tenants to understand EDI approach.



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