



# Employment and Skills Strategy

(Requirement 21)

November 2024

Revision 1.2  
Document ref. CP0\_R21

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with energy.**



# Glossary

Term	Description
<b>Applicant</b>	Medworth CHP Limited, the company who applied for the Order.
<b>Authorised Development</b>	The development approved under the Order comprising the EfW CHP Facility, CHP Connection, Grid Connection, Water Connections, Access Improvements, Temporary Construction Compound and an acoustic fence and any other associated development included in Schedule 1 to the Order.
<b>Developer</b>	Medworth CHP Limited, the company implementing the Order.
<b>EPC Contractor</b>	The engineering, procurement, and construction contractor to be selected by the Developer to build the Authorised Development.
<b>Host Local Authorities</b>	The Local Authorities (but not including parish or town councils) who fall within the Order limits for the Authorised Development including; Fenland District Council; Borough Council of Kings Lynn and West Norfolk; Cambridgeshire County Council; and Norfolk County Council.
<b>Living Wage</b>	A wage rate based on the cost of living, see the Living Wage Foundation at:  <a href="https://www.livingwage.org.uk/what-real-living-wage">https://www.livingwage.org.uk/what-real-living-wage</a>
<b>Order</b>	The Medworth EfW CHP Facility Order Made on 20 February 2024, SI: 2024 No.230.
<b>Outline Employment and Skills Strategy</b>	The Outline Employment and Skills Strategy, Rev 1.0, June 2022 (Vol.7.8) [APP-099], submitted by the Applicant with the application for the Order.
<b>Requirement</b>	A requirement under Schedule 2 of the Order.



# Acronyms

<b>Acronym</b>	<b>Description</b>
<b>BCKLWN</b>	Borough Council of King's Lynn and West Norfolk
<b>CCC</b>	Cambridgeshire County Council
<b>CDM</b>	Construction Design Management
<b>CHP</b>	Combined Heat and Power
<b>DCO</b>	Development Consent Order
<b>DNO</b>	Distribution Network Operator
<b>EfW</b>	Energy from Waste
<b>ESS</b>	Employment and Skills Strategy
<b>FDC</b>	Fenland District Council
<b>FTE</b>	Full time equivalent
<b>GCSE</b>	General Certificate of Secondary Education
<b>HLAs</b>	Host Local Authorities
<b>HND</b>	Higher National Diploma
<b>HR</b>	Human Resources
<b>IOSH</b>	Institution of Occupational Safety and Health
<b>LEPs</b>	Local Enterprise Partnerships
<b>LES</b>	Local Employment Scheme
<b>LOcHER</b>	Learning Occupational Health by Experiencing Risks
<b>NEBOSH</b>	National Examination Board in Occupational Safety and Health



## EMPLOYMENT AND SKILLS STRATEGY

<b>Acronym</b>	<b>Description</b>
<b>NEETs</b>	Not in employment education or training
<b>MSW</b>	Municipal solid waste
<b>MVV</b>	MVV Group companies
<b>NCC</b>	Norfolk County Council
<b>NVQ</b>	National Vocational Qualification
<b>SCQF</b>	Scottish Credit and Qualifications Framework
<b>SQWEECH</b>	Safety, Quality, Wellbeing, Energy, Environment, Community, and Health
<b>STEM</b>	Science, Technology, Engineering, and Maths
<b>TCC</b>	Temporary Construction Compound
<b>WAMITAB</b>	Waste Management Industry Training and Advisory Board



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# 1. Introduction

## 1.1 Background

- 1.1.1 Medworth CHP Limited (the Developer) has secured a Development Consent Order (the Order)<sup>1</sup> to construct, operate and maintain an Energy from Waste (EfW) Combined Heat and Power (CHP) Facility on the industrial estate, Algores Way, Wisbech, Cambridgeshire. Together with associated Grid Connection, CHP Connection, Access Improvements, Water Connections, Temporary Construction Compound (TCC), and an acoustic fence, these works are the Authorised Development.
- 1.1.2 The Authorised Development will recover useful energy in the form of electricity and steam from over half a million tonnes of non-recyclable (residual), non-hazardous municipal, commercial and industrial waste each year. The Authorised Development has a generating capacity of over 50 megawatts and the electricity will be exported to the grid. The Authorised Development also has the capability to export steam and electricity to users on the surrounding industrial estate.

## 1.2 The Developer

- 1.2.1 The Developer is a wholly owned subsidiary of MVV Environment Limited (MVV). MVV is part of the MVV Energie AG group of companies. MVV Energie AG is one of Germany's leading energy companies, employing approximately 6,500 people with assets of around €5 billion and annual sales of around €4.1 billion. The Authorised Development represents an investment of over £450m.
- 1.2.2 The company has over 50 years of experience in constructing, operating, and maintaining EfW CHP facilities in Germany and the UK. MVV Energie's portfolio includes a 700,000 tonnes per annum residual EfW CHP facility in Mannheim, Germany.
- 1.2.3 MVV's largest operational project in the UK is the Devonport EfW CHP Facility in Plymouth. Since 2015, this modern and efficient facility has been using up to 275,000 tonnes of municipal, commercial and industrial residual waste per year to generate electricity and heat, notably for His Majesty's Naval Base Devonport in Plymouth, and exporting electricity to the grid.
- 1.2.4 In Dundee, MVV has taken over the existing Baldovie EfW Facility and has developed a new, modern facility alongside the existing facility. Operating in tandem since 2021, they use up to 220,000 tonnes of municipal, commercial and industrial waste each year as fuel for the generation of usable energy.
- 1.2.5 Biomass is another key focus of MVV's activities in the UK market. The biomass power plant at Ridham Dock, Kent, uses up to 195,000 tonnes of waste and non-recyclable wood per year to generate green electricity and is capable of exporting heat.

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<sup>1</sup> Statutory Instrument 2024 No. 230 <https://www.legislation.gov.uk/ukSI/2024/230/schedule/1/made>



## 1.3 The Authorised Development

1.3.1 The Authorised Development comprises the following key elements:

- The EfW CHP Facility and Site (Work Nos.1/1A/1B/2A/2B);
- CHP Connection (Work Nos.3/3A/3B);
- Access Improvements (Work Nos.4A/4B);
- Temporary Construction Compound (TCC) (Work No.5);
- Water Connections (Work Nos.6A/6B);
- Grid Connection (Work Nos.7/8/9); and
- Acoustic fence (Work No.10).

1.3.2 A summary description of each Authorised Development component is provided below.

- **EfW CHP Facility and Site:** A site of approximately 5.3ha located south-west of Wisbech, located within the administrative areas of Fenland District Council (FDC) and Cambridgeshire County Council (CCC). The main buildings of the EfW CHP Facility will be located in the area to the north of the Hundred of Wisbech Internal Drainage Board drain bisecting the site and will house many development elements including the tipping hall, waste bunkers, boiler house, turbine hall, air cooled condenser, air pollution control building and chimneys. The gatehouse and weighbridges will be located in the southern section of the EfW CHP Facility Site.
- **CHP Connection:** The EfW CHP Facility is designed to allow the export of steam and electricity from the facility to surrounding business users via dedicated pipelines and private wire cables located along the disused March to Wisbech railway. The pipeline and cables will be located on a raised, steel structure.
- **TCC:** Located adjacent to the EfW CHP Facility Site, the compound will be used to support the construction of the Authorised Development. The compound will be in place for the duration of construction.
- **Access Improvements:** includes access improvements on New Bridge Lane (road widening and site access) and Algores Way (relocation of site access 20m to the south).
- **Water Connections:** A new water main connecting the EfW CHP Facility into the local network will run underground from the EfW CHP Facility Site along New Bridge Lane before crossing underneath the A47 to join an existing Anglian Water main. An additional foul sewer connection is required to an existing pumping station operated by Anglian Water located to the northeast of the Algores Way site entrance and into the EfW CHP Facility Site.
- **Grid Connection:** This comprises a 132kV electrical connection using underground cables. The Grid Connection route begins at the EfW CHP Facility Site and runs underneath New Bridge Lane, before heading north within the verge of the A47 to the Walsoken Substation on Broadend Road. From this point





the cable will be connected underground to the Walsoken Distribution Network Operator (DNO) Substation.

- Acoustic fence: This comprises a 3m high acoustic fence fronting a residential property at 10 New Bridge Lane, Wisbech.

## 1.4 Purpose of the Employment and Skills Strategy

1.4.1 MVV are committed to being part of the communities in which they operate and are keen to support them in appropriate and meaningful ways. To support the application for a DCO, and reflect MVV's approach to employment and skills opportunities for its employees and the community, an Outline Employment and Skills Strategy was drafted, summarising:

- The delivery of support already in place at MVV's existing operational facilities;
- The Applicant's approach to identifying specific opportunities to support employment and skills development for the proposed development; and
- The Applicant's commitments in relation to the proposed development.

1.4.2 Schedule 2 of the Order requires the Developer to comply with and/or submit detailed information to implement the Authorised Development. Requirement 21 of Schedule 2 states:

*(1) No part of the authorised development may commence until an employment and skills strategy has been submitted to the relevant planning authority for approval. The employment and skills strategy submitted for approval must be substantially in accordance with the outline employment and skills strategy.*

*(2) The employment and skills strategy must be implemented as approved under sub-paragraph (1).*

1.4.3 The Developer has worked with Host Local Authorities (HLAs) and other stakeholders to prepare this detailed Employment and Skills Strategy to discharge Requirement 21.

1.4.4 Through discussions with the HLAs, it was agreed that, due to the early stage of the project, this document will be reviewed and updated where necessary. This approach acknowledges the fact that local and national policies, priorities and initiatives can change over time; furthermore, that additional organisations may wish to engage with the Developer as the project progresses.

1.4.5 During the construction phase, an annual review of this Employment and Skills Strategy will be undertaken, in conjunction with the HLAs. The need for, and frequency of, further review(s) during the operational phase will be discussed and agreed with the HLAs at the final annual construction phase review.

1.4.6 Monitoring and reporting arrangements are covered at **Section 5.2** below.

## 1.5 Structure of the Employment and Skills Strategy

1.5.1 The Employment and Skills Strategy is structured as follows:



- **Section 2** lists relevant national and local policies and guidance and MVV policies used to inform this strategy;
- **Section 3** summarises how stakeholder consultation assisted in the preparation of the strategy;
- **Section 4** provides an overview of MVV's existing support to employment and skills;
- **Section 5** details the Developer's commitments relating to employment and skills, along with associated monitoring, reporting and review; and
- **Section 6** shows the revision history of this document.



## 2. Relevant National and Local Policies and Guidance

2.1.1 To inform this Employment and Skills Strategy, the Developer has reviewed and updated the list of relevant third-party documents below and appended relevant MVV policies. This list will be kept under review and updated as necessary:

- Green Industrial Revolution<sup>2</sup>;
- Green Jobs Taskforce<sup>3</sup> objectives and recommendations;
- Levelling-Up White Paper<sup>4</sup>;
- Sustainable Development Goals<sup>5</sup>;
- Industrial Decarbonisation Strategy<sup>6</sup>;
- Cambridgeshire and Peterborough Local Industrial Strategy<sup>7</sup>;
- New Anglia Local Industrial Strategy<sup>8</sup>;
- New Anglia Local Skills Report<sup>9</sup>;
- New Anglia Sector Skills Plan for Construction<sup>10</sup>;
- Kings Lynn Town Investment Plan<sup>11</sup>;
- Cambridgeshire and Peterborough Combined Authority Employment and Skills Strategy (2022)<sup>12</sup>;
- Fenland District Council Business Plan 2024/25<sup>13</sup>;
- Long Term Plan for Towns Programme Wisbech Town Board - Fenland District Council<sup>14</sup>; and

<sup>2</sup> The Ten Point Plan for a Green Industrial Revolution (HM Government, November 2020): [The Ten Point Plan for a Green Industrial Revolution \(HTML version\) - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/970229/The-Ten-Point-Plan-for-a-Green-Industrial-Revolution-HTML-version.pdf)

<sup>3</sup> Report to Government, Industry and the Skills Sector (Published 14 July 2021):

<https://assets.publishing.service.gov.uk/media/65086f36a41cc3001456137c/green-jobs-taskforce-report-2021-annex.pdf>

<sup>4</sup> Levelling Up the United Kingdom (Presented to Parliament by the Secretary of State for Levelling Up, Housing and Communities, 2 February 2022): [Levelling Up the United Kingdom: executive summary - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/970229/Levelling-Up-the-United-Kingdom-executive-summary.pdf)

<sup>5</sup> Sustainable Development Goals (United Nations General Assembly, 2015-2030): [THE 17 GOALS | Sustainable Development \(un.org\)](https://www.un.org/sustainabledevelopment/)

<sup>6</sup> Industrial Decarbonisation Strategy (HM Government, March 2021):

[https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/970229/Industrial-Decarbonisation-Strategy-March-2021.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/970229/Industrial-Decarbonisation-Strategy-March-2021.pdf)

<sup>7</sup> Cambridgeshire and Peterborough Local Industrial Strategy (HM Government, July 2019): [Cambridgeshire and Peterborough Local Industrial Strategy - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/820229/Cambridgeshire-and-Peterborough-Local-Industrial-Strategy.pdf)

<sup>8</sup> Local Industrial Strategy (draft); Norfolk and Suffolk Unlimited (March 2020): <https://newanglia.co.uk/wp-content/uploads/2020/03/New-Anglia-NSU-Local-Industrial-Strategy-Brochure-FINAL.pdf>

<sup>9</sup> New Anglia Local Enterprise Skills Advisory Panel's Local Skills Report (New Anglia Local Enterprise Partnership for Norfolk and Suffolk (March 2021): [FINAL-New-Anglia-Local-skills-Report-Update-Jan-22.pdf \(newanglia.co.uk\)](https://newanglia.co.uk/wp-content/uploads/2021/03/FINAL-New-Anglia-Local-skills-Report-Update-Jan-22.pdf)

<sup>10</sup> New Anglia Sector Skills Plan for Construction New Anglia Local Enterprise Partnership for Norfolk and Suffolk (September 2016)

<https://newanglia.co.uk/wp-content/uploads/2020/03/2016-10-05-Construction-Sector-Skills-Plan-signed.pdf>

<sup>11</sup> King's Lynn Town Investment Plan (Borough Council of King's Lynn and West Norfolk, October 2020):

<https://www.visionkingslynn.co.uk/wp-content/uploads/2022/07/Kings-Lynn-Town-Investment-Plan-Feb-2021.pdf>

<sup>12</sup> Cambridgeshire and Peterborough Combined Authority Employment and Skills Strategy Framework (June 2019)

[cambridgeshirepeterborough-ca.gov.uk/wp-content/uploads/documents/Strategies/skills-strategy/EMPLOYMENT-SKILLS-STRATEGY\\_final.pdf](https://www.cambridgeshirepeterborough-ca.gov.uk/wp-content/uploads/documents/Strategies/skills-strategy/EMPLOYMENT-SKILLS-STRATEGY_final.pdf)

<sup>13</sup> Fenland District Council Business Plan 2024/25 [https://www.fenland.gov.uk/media/16615/Business-Plan-2022-23/pdf/Business\\_Plan\\_2022.pdf?m=637823275981270000](https://www.fenland.gov.uk/media/16615/Business-Plan-2022-23/pdf/Business_Plan_2022.pdf?m=637823275981270000)

<sup>14</sup> Long Term Plan for Towns Programme Wisbech Town Board - Fenland District Council <https://www.fenland.gov.uk/WisbechTownBoard>



- Skills for Jobs: lifelong learning for opportunity and growth (2021)<sup>15</sup>.

2.1.2

Relevant MVV policies, plans and supporting documents are provided in **Appendices A to E** and include:

- **Appendix A** – Safety, Quality, Wellbeing, Energy, Environment, Community and Health Policy (SQWEECH Policy);
- **Appendix B** – Local Employment Scheme (LES);
- **Appendix C** – Dundee Community Benefits Plan;
- **Appendix D** – BS.HR.01.07.S03 Work Experience & Internship Policy I3 030523;
- **Appendix E** – Accredited Living Wage Employer; and
- **Appendix F** – Post-submission Comments.

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<sup>15</sup> Skills for Jobs: Lifelong Learning for Opportunity and Growth (publishing.service.gov.uk).  
[https://assets.publishing.service.gov.uk/media/601980f2e90e07128a353aa3/Skills\\_for\\_jobs\\_lifelong\\_learning\\_for\\_opportunity\\_and\\_growth\\_web\\_version.pdf](https://assets.publishing.service.gov.uk/media/601980f2e90e07128a353aa3/Skills_for_jobs_lifelong_learning_for_opportunity_and_growth_web_version.pdf)



### 3. Stakeholder Consultation

- 3.1.1 The Developer recognises the importance of local people and knowledge to any new project and aims to develop a two-way dialogue with as wide a range of stakeholders as possible, especially in relation to the long-term benefits. During the application process, non-statutory and statutory consultations were held, including exhibitions. These facilitated engagement with local residents to obtain their feedback on the project and identify which benefits were of most importance to the local community. Amongst the comments received, a number of visitors to the exhibitions identified support for local employment and skills development as an important benefit.
- 3.1.2 Alongside the formal planning process, informal meetings with local councils and educational establishments were held at the earliest opportunity to ensure that the proposals in relation to employment and skills reflect local needs and ambitions.
- 3.1.3 During the examination of the DCO application, no changes were requested to the Outline Employment and Skills Strategy. The Developer has therefore not proposed any changes to the structure of the document and has added detail to the commitments originally made.
- 3.1.4 To further inform this detailed strategy, additional consultation was undertaken with the HLAs and other relevant stakeholders. Details are provided in **Table 3.1** below.
- 3.1.5 During the meeting held on 9<sup>th</sup> July, the Developer marked-up the Outline Employment and Skills Strategy, live on screen, to reflect known changes to policy and local/national initiatives and/or funding.
- 3.1.6 The marked-up strategy was circulated to those who attended the meeting, as well as those who had been unable to attend. Additional comments were received, as noted in **Table 3.1**, and incorporated into the detailed strategy for submission.
- 3.1.7 Following submission of this detailed strategy, CCC undertook additional consultation with the Host Local Authorities and other interested parties. The Developer has included the table of comments and their response at **Appendix F**. Where appropriate this strategy has also been updated to accommodate these additional comments.

**Table 3.1: consultation since DCO approval**

Date / reason	Organisation represented	Position of attendee / respondent
9 <sup>th</sup> July 2024 Meeting requested by the Developer (held via Teams)	Cambridgeshire County Council	Planning and Growth Manager
	Cambridgeshire County Council	Community Co-ordinator – Adult (Fenland)



Date / reason	Organisation represented	Position of attendee / respondent
	Cambridgeshire County Council	Waste Reduction, Strategy & Policy Manager
	Norfolk County Council	Skills Policy Manager
<b>15<sup>th</sup> July 2024</b> Comments received	Norfolk County Council	Skills Policy Manager
<b>20<sup>th</sup> August 2024</b> Comments received	Cambridgeshire County Council	Community Co-ordinator – Adult (Fenland)
	Fenland District Council	Traveller & Diversity Manager
	Cambridgeshire County Council	Commissioner – Care Together
<b>20<sup>th</sup> August 2024</b> Diverse Communities Forum (Developer attended at the invitation of FDC's Traveller & Diversity Manager)	Oasis Centre	Centre Manager
	Wisbech Town Council	Clerk
	Fenland District Council	Community Projects Officer
	Cambridgeshire Fire and Rescue Service	Station Commander
	Ferry Project	Director

3.1.8

Other consultees, who were unable to attend meetings but invited to review and comment on the draft document included:

- CCC's Head of Service, Planning and Sustainable Growth;
- CCC's NEET Manager;
- CPCA's Business Board Technical Executive; and
- FDC's Economic Growth Manager.

3.1.9

Some common themes and priorities emerged from these discussions, including:

- Support for functional skills development and inclusion of these as equivalent qualifications for operational roles;



- Specific support for disadvantaged/marginalised groups, e.g. those not in employment education or training (NEETs), young people in/from care;
- Guest speakers for all age groups and settings, such as schools, colleges, universities, community and technical audiences; and
- Developing links with local careers hubs, support agencies and supply chain initiatives (e.g. @onealliance).

3.1.10

The Developer has incorporated the suggestions from consultees into this strategy at **Section 5**. As part of the annual review of this document, any new and relevant initiatives will be discussed and added to inform and improve delivery against the objectives of this Employment and Skills Strategy.



## 4. MVV's existing support to Employment and Skills

### 4.1 Education Programme

4.1.1 MVV has successfully provided educational support at its existing facilities, with a particular emphasis on Science, Technology, Engineering, and Maths (STEM) subjects to address the national shortage of qualified engineers and young people choosing these professions. Examples are given below but will be removed after the first annual review of this document.

### 4.2 Waste Education

4.2.1 At MVV's Plymouth facility, the staff have worked with the local councils to develop a scheme for delivering key waste minimisation and sustainability messages to schools and wider audiences. Annual visitor numbers grew from 2012 through to 2020, when the global pandemic prevented in-person activities. Post-pandemic visitor numbers recovered very quickly and some virtual offerings have been retained to add value and flexibility to the delivery of site tours and other educational events to promote the waste hierarchy.

4.2.2 At MVV's Dundee facility, staff are developing a similar approach in partnership with Dundee City Council and Angus Council. MVV is a founding member of Sustainable Dundee network, a working group chaired by Dundee City Council, originally formed to coordinate events and activities in Dundee relating to COP26. The network continues to deliver a successful programme of activities across the city. Since the beginning of construction in 2018 visitor numbers have grown steadily, with both primary and secondary schools finding value in the opportunities for tours and activities on offer.

### 4.3 Exchange Programmes

4.3.1 MVV's commitments to work experience, internships and apprenticeships at its existing facilities are detailed in **Sections 4.7 to 4.9** below. In addition, MVV also offer exchange programmes for apprentices at local colleges with their own apprentices in Mannheim, Germany; following Brexit and the end of Erasmus+ funding, these are now funded through the UK Government's Turing Scheme – the UK's global programme to study and work abroad. Further information can be found here [www.cityplym.ac.uk/international-students/european-projects/](http://www.cityplym.ac.uk/international-students/european-projects/). Higher Education providers must be registered on the Office for Students website ([www.officeforstudents.org.uk/advice-and-guidance/the-register/the-ofs-register/#/](http://www.officeforstudents.org.uk/advice-and-guidance/the-register/the-ofs-register/#/)) in England or the Scottish Funding Council website for universities or colleges ([www.sfc.ac.uk/funding/colleges-we-fund.aspx](http://www.sfc.ac.uk/funding/colleges-we-fund.aspx)) in Scotland.

4.3.2 With permission from City College Plymouth, MVV can share some of the apprentices' feedback following their exchange experiences (which can also be found on the College website: <https://www.cityplym.ac.uk/international-students/european-projects/>):





*“The three weeks in Plymouth improved my English and I learned to work with other people; creating new ideas in a group and learning from the whole experience to take back to the workplace.”*

4.3.3 Higher level apprentice pilot participant from MVV Energie, Mannheim, Germany

*“I was able to consolidate and expand my foreign language skills with new people who were from Austria, Lithuania and the UK. I liked the experience of project-based learning and the opportunity to work independently and to also work with new people.”*

4.3.4 Higher level apprentice pilot participant from MVV Energie, Mannheim, Germany

*“This year [2019], a group of business and engineering students returned from visiting MVV Energie, at their head office in Mannheim, Germany. The group helped to develop English language resources for the company which also operates the Plymouth incinerator.”*

4.3.5 One of the College’s engineering students commented:

*“I now feel more motivated to work hard so I can get a job that will allow me to work in another country. The MVV experience has also introduced me to the idea of Apprenticeship opportunities across the EU.”*

## 4.4 Careers and Community Events

4.4.1 MVV staff, interns and apprentices regularly support careers events at secondary schools, colleges, and universities, promoting the wide range of opportunities in the waste and engineering sectors and the career pathways available.

## 4.5 Higher and Further Education

4.5.1 MVV staff deliver guest lectures at Colleges and Universities, as well as offering support to students wishing to undertake academic project work. To date MVV have supported projects in the fields of Environmental Science, Photography and Built Environment, with on-site opportunities for students to gather data and produce work for their assignments.

## 4.6 Training

4.6.1 The Developer recognises the region’s desire to be at the forefront of the ‘green economy’ and the need to support the development of a ‘skills pipeline’, especially for younger people, to enable them to access jobs within this sector.

4.6.2 MVV offer work experience, work placement, internship, and apprenticeship opportunities at all operational sites. Where these placements are paid, all employees receive the Living Wage<sup>16</sup> – currently £12/hour and £13.15/hour in London. Mentoring and other support is also provided to those joining the company on voluntary placements.

<sup>16</sup> Living Wage Foundation - <https://www.livingwage.org.uk/what-real-living-wage>



## 4.7 Apprenticeships

- 4.7.1 MVV offers apprenticeships at all of its operational sites, proportionate to the size and stage of the project. Currently, MVV employs 9 apprentices across its operational sites in the UK; these apprenticeships cover operations, engineering (mechanical and electrical), business and maintenance. All apprentices receive the Living Wage and time allocated within their working week for study, as well as a dedicated mentor from MVV's staff.
- 4.7.2 MVV's apprentices have been involved in nationally significant projects, such as the Learning Occupational Health by Experiencing Risks (LOcHER) initiative, for which they were short-listed to present their health and safety game to the Scottish parliament. One of MVV's apprentices has been recognised as a 'Career Champion' by the South West Careers Hub. MVV are currently working with Plymouth's City College to develop a new Level 4 engineering apprenticeship. MVV views its apprentices as an essential part of its succession planning, as well as developing transferable skills that they can take more widely into industry.
- 4.7.3 During the construction period for MVV's Plymouth facility, MVV offered direct support for construction trade apprenticeships with the provision of a sponsorship fund which was taken up by City College, Plymouth. MVV's civils sub-contractor, Kier, supported work place training, 14 apprenticeships, work placements and 2 full year industrial work placements, as well as summer placements, during the construction period.
- 4.7.4 MVV's electrical contractors, SAR, took on local apprentices and provided work experience during the construction period, with apprentices from both companies going on to full employment with Kier and SAR.

## 4.8 Internships

- 4.8.1 MVV offers internship opportunities at its operational sites, proportionate to the size and stage of the project. All interns receive the Living Wage and carry out project work relevant to their studies/professional development goals. They are allocated a dedicated mentor from MVV's staff, although they often have the opportunity to work across more than one area of the business, which exposes them to a wider range of expertise. MVV's interns are a valuable resource, undertaking tasks that will develop their skills, provide data for academic research, and support the wider business. Training and development programmes are tailored to the individual and can vary in length, up to a maximum of one year.

## 4.9 Work Experience

- 4.9.1 MVV offers work experience opportunities at all of their operational sites, proportionate to the size and stage of the project. These are usually aimed at secondary school students, although there is some flexibility for other age groups. Activities and learning opportunities are tailored to the individual students' interests and aspirations, including shadowing staff from different process areas, and undertaking their own project. Work experience students are supervised by MVV staff at all times and these placements are voluntary, usually arranged through the



school's careers service; they generally last for a week. MVV aims to promote STEM subjects and inspire young people to consider careers in the waste, sustainability, engineering, and innovation sectors.

## 4.10 Skills Development

### Internal

4.10.1 MVV believes its people are its greatest resource. For the operation and maintenance of its facilities, MVV always aims to recruit locally and offer a friendly and challenging work environment. Innovation and personal development amongst employees is encouraged with regular training and advancement opportunities. Continuous professional development is provided via a number of routes, such as funding training and membership of professional organisations, and supporting staff to gain Waste Management Industry Training and Advisory Board (UK) (WAMITAB) qualifications. MVV have a qualified in-house WAMITAB assessor who guides staff through these qualifications.

4.10.2 There are examples throughout MVV's UK businesses of employees' skills and ambition being recognised, encouraged, and rewarded, and some of these are listed below:

- Operational staff recruited from construction phase to permanent posts at the completed facility;
- Waste Acceptance Operatives progressed to Assistant Shift Team Leaders (a technical operational position) through training and promotion;
- Assistant Shift Team Leaders promoted to more senior Shift Team Leader roles;
- Various operational staff supported into management roles;
- Various business support staff promoted to more senior roles through training – for example administration staff trained in Human Resources (HR) and given roles in the HR team; and
- Various staff promoted into UK wide positions.

### External

4.10.3 As well as the development of its staff once in post, MVV have supported the development of skills in the local community by delivering the following:

- Stakeholder consultation throughout the planning process to identify opportunities to support skills development;
- Establishment and continuation of a local liaison group;
- Provision of employment opportunities for local people;
- Training and education for staff and the wider community;
- Establishment of links with local schools, colleges, and Universities to provide work experience, placement, and apprenticeship opportunities;



- Provision of laptops for a locally based Job Club to enable people without a laptop to access job opportunities;
- An education programme relating to resource and waste management;
- Hosting site visits for interested parties;
- Dedicated visitor facilities within the administration building of the facility for schools and community workshops; and
- Support for local community projects, especially where these align with its business aims.

4.10.4 The Developer will use all available opportunities to collaborate with local communities, organisations and educational establishments to maximise the development of skills in Wisbech and the surrounding area. Details can be found at **Section 5** and will be reviewed and updated in consultation with the HLAs and other stakeholders.

### Local Employment

4.10.5 In Plymouth MVV has worked with both the City College and the University Technical College to enhance their curricula through employer steering groups and provide practical experience through visits to our operational site.

4.10.6 MVV has noted the relevant priorities set out in the New Anglia Local Industrial<sup>17</sup> and Cambridgeshire and Peterborough Industrial Strategies<sup>18</sup> to:

- Develop employability;
- Develop technical skills;
- Provide apprenticeship schemes; and
- Bring employers and skills providers together to understand current and future skills needs, and plan provision to meet them.

4.10.7 At its Plymouth and Dundee facilities MVV operated skills and employment strategies covering the construction phase, the aim of which was to ensure that the majority of the workforce employed on the construction site was drawn from the local area. The Developer's commitments to supporting local employment are covered in **Section 5** below.

## 4.11 Local suppliers

4.11.1 Additional indirect jobs will be created during both the construction and operation of the Authorised Development through the use of local suppliers where possible, and this is covered in **Section 4.12**.

<sup>17</sup> New Anglia Local Industrial: <https://newanglia.co.uk/>

<sup>18</sup> Cambridgeshire and Peterborough Industrial Strategies: <https://cambridgeshirepeterborough-ca.gov.uk/news/category/research-and-strategy/local-industrial-strategy/>



## 4.12 Local supply chain

4.12.1 Research published by the Office of National Statistics in 2021 indicates that the construction industry has an indirect multiplier of 2.11<sup>19</sup>. Applying this to the anticipated 700 workers suggests that an additional indirect 777 jobs would be created during the construction period of the Authorised Development.

4.12.2 In line with its ethos of being part of the communities in which it operates, the Developer is committed to using the local supply chain wherever possible.

4.12.3 Examples of the types of goods and services that the Developer will require during construction include:

- Concrete supplies;
- Mechanical and Electrical services;
- Steelwork and cladding;
- Welding and fitting;
- Structural steelwork fabrication and installation;
- Insulation and cladding;
- Scaffolding;
- Mobile plant hire;
- Crane and lifting equipment hire;
- Cabin hire;
- Tool hire;
- Accommodation (hotel/B&B);
- Landscaping; and
- Ancillary local supplies.

4.12.4 Regular outages will take place over the operational phase of the Authorised Development. During these outages the Developer will require a range of contractors to deliver maintenance related tasks and services at the EfW CHP Facility. Typically, these will include:

- Scaffolding;
- Welding and fitting;
- Crane and lifting equipment hire;
- Mechanical and electrical services;
- Confined space rescue teams;
- Non-destructive testing services;

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<sup>19</sup> ONS. FTE multipliers and effects, reference year 2017. (2021).



- Temporary site welfare facilities;
- Catering;
- Painting (industrial);
- Deep cleaning (industrial); and
- Accommodation locally (for contractors).

4.12.5 Day to day operation of MVV's facilities is carried out by a permanent operations and maintenance team. However, additional local services are still required, including:

- Pest control;
- Catering;
- IT support;
- Cleaning;
- Landscape services;
- Office supplies; and
- Accommodation (for visiting staff members).

4.12.6 The Developer considers that the use of local suppliers is beneficial to its business as they provide local knowledge and can often respond quickly to urgent service or other requirements during day-to-day operation.



## 5. The Developer's commitments for the Authorised Development

### 5.1 Commitments

5.1.1 Based on MVV's experience of developing and implementing employment and skills strategies at its operational sites, the Developer has produced this detailed Employment and Skills Strategy to provide added social value to the Authorised Development. The strategy includes a commitment to maximise the use of the available local workforce and to work with relevant local bodies to achieve this.

5.1.2 This Employment and Skills Strategy will be implemented for the commencement of development of the Authorised Development. The Developer will monitor the success of initiatives and provide data to the HLAs as required, providing that the information requested does not breach the data Protection Act 2018<sup>20</sup>.

5.1.3 The Developer will monitor this Employment and Skills Strategy against the bullet points at **paragraph 5.1.4** below and provide a summary report to the HLAs at least 10 working days in advance of the annual review. Additional detail on monitoring and reporting is provided at **Section 5.2** below.

5.1.4 Through consultation with the relevant Local Authorities and other stakeholders, the following measures have been agreed:

- **A waste education programme** for primary and secondary schools including site tours for a wide range of students and community groups, with a focus on the waste hierarchy. The content will be developed in conjunction with Town, District and County Councils to support their waste minimisation messages; it will be flexible so as to fit alongside topics and curriculum areas that suit local schools.

CCC have an established outreach waste education programme, delivered by a waste education officer and based at the Education Centre in Waterbeach. The Developer will work closely with CCC to develop joint waste minimisation education programmes for all residents. The Developer's Community Liaison Manager will be available as a free resource to support these initiatives.

The Developer will ensure that the waste education programme is fully inclusive and encourages engagement with all community groups, parish councils, uniformed groups etc so that key messages about energy from waste technology can be disseminated to all sections of the community.

- **Bespoke support** to higher and further education establishments by providing:
  - ▶ Guest lectures;
  - ▶ Work placements; and
  - ▶ Research opportunities.

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<sup>20</sup> The Data Protection Act (2018) <https://www.gov.uk/data-protection>



- **Targeted support** for disadvantaged/marginalised groups, including NEETs (those not in education, employment or training), children in/from care settings and those with English as an Additional Language (EAL). The Developer will also work with relevant local authority officers, colleges and Job Centres to explore alternative routes into employment and/or skills development. This will maximise opportunities for long-term unemployed people and/or those with disabilities to access employment opportunities; noting that the requirements for the FTE positions available during the operational period are clearly stated in **Table 5.1** below.
- **Site visits and outreach activities** will be offered to all age groups and types of institutions, including educational, community and technical/special interest settings/groups. For the avoidance of doubt, this could include members of the general public.
- **STEM Support.** The Developer will work with local councils and educational establishments, such as local schools and higher education providers, to seek to deliver specialist STEM support to address the national shortage of qualified engineers in the UK. This might include, but is not limited to, delivering workshops, advising on curriculum content, planning and participating in National Science Week activities (March 2025). The Developer will seek to develop partnerships with West Suffolk College and the Cambridge Science Centre, offering current and relevant experience of engineering and providing free resource by way of staff time to the 'STEM in the Fens' outreach programme.
- **Attendance at careers and skills events.** The Developer will attend careers and skills events to provide information and answer questions about the variety of careers in engineering, waste management and general questions about waste and Energy from Waste. Since 1 April 2024, the Government no longer funds Local Enterprise Partnerships; the Developer will work with the Town, District and County Councils, as well as local educational establishments, to secure invitations to these events as and when they are scheduled.
- **Support for skills development.** The Developer is committed to working inclusively at all levels, including functional skills development and with local educational establishments to provide input into skills development for future employment opportunities. This might include, but is not limited to, working with local providers such as *Cambridgeshire Skills - [Cambridgeshire Skills - adult learning | Cambridgeshire County Council](#)* - the new *Green Skills Academy* (College of West Anglia - *[CWA partners with Anglian Water and CPCA to fund new Green Skills Academy](#)*), funded by the Combined Authority and Anglian Water, sitting on employers' steering groups to enhance the curriculum and ensure its relevance to emerging technologies. This investment, in time and financial support, from the Developer could enable locally based organisations to release Government funding to local authorities. As an example, by way of 'match funding', to support the delivery of their own projects where they align to the objectives and funding criteria of the Government's 10-point plan for delivering the 'green industrial revolution'. This anticipates that for every £1.00 of government funding, the private sector will invest £3.00 to create and support up to 250,000 green jobs. Local and national initiatives and funding opportunities will be actively sought and considered as these evolve over time.





Employees' skills and ambition will be recognised, encouraged, and rewarded. The Developer will deliver the same level of commitment to its staff and the development of their skills for the Authorised Development, as already demonstrated at MVV's existing facilities.

The Developer will explore opportunities to work with the New Anglia Growth Hub, the Norfolk Careers Hub, Cambridgeshire and Peterborough Combined Authority Skills and FDC's Economic Growth Team and Job Centre Plus to identify any skills gaps that exist in the local area.

- **Apprenticeships.** For the Authorised Development, the Developer will aim to work with local organisations such as Apprenticeships Norfolk and the Cambridgeshire and Peterborough Combined Authority to identify opportunities to support young people on their apprenticeship journey through placements during the construction and operational periods.

The Developer will seek to pass down to its EPC Contractor an obligation to provide apprenticeship opportunities during the construction period. Once operational the Developer will support up to 4 apprentices during any given year, either directly or via funding to support other local companies to employ or retain an apprentice. MVV apprentices will receive the Living Wage. The Developer will explore exchange opportunities through the UK Government's Turing scheme in partnership with local educational establishments.

The Developer already pays the Apprenticeship Levy and will consider levy transfer to support the local supply chain where these funds are not used for MVV's own apprentices.

- **Internships.** In line with existing policy, the Developer will offer internships at the Authorised Development, where both the intern and MVV are able to benefit. Interns will receive the Living Wage.

Where a specific opportunity arises, the Developer will advertise this on both their corporate and project-specific websites. If appropriate, such opportunities will also be advertised through the local Higher and Further Education establishments.

Where it is possible to do so, the Developer will also register with local Higher and Further Education providers as an employer willing to accept interns – subject, always, to the arrangement being mutually beneficial.

- **Work experience and work placements.** The Developer will co-ordinate with StemPoint East and local careers hubs to offer 'real life' industry experience. This would be co-ordinated initially by MVV's Communications and Community Relations Manager (UK) who has a UK wide role and is, herself, a STEM ambassador. These placements are instrumental in raising aspirations and providing an insight into the range of careers available.
- **Local Employment.** The Developer will continue to explore opportunities to support work clubs, for example with CV writing, job applications and mock interviews. Where specific needs are identified, other mechanisms might be possible such as donation of IT equipment. Employment opportunities associated with the construction and operation of the Authorised Development will be promoted locally through selective media placement and at community



venues; they will also be advertised on the Developer's website and at local liaison group meetings.

The Developer will ensure that community centres serving harder to reach sectors of the community, and those with English as an additional language – for example, the Rosmini Centre – are made aware of employment and supplier opportunities so that these can be actively communicated.

During both the construction and operational periods, the Developer will advise the Host Local Authorities of forthcoming employment and supplier opportunities in advance so that these can be promoted via, for example, FDC's Economic Growth Team.

### *Construction Period*

5.1.5 During the construction period, the Authorised Development will provide approximately 700 direct construction jobs, with up to 500 workers on site at any one time. The Developer will use the specification of its main construction contract to pass down a requirement for its sub-contractors to source staff locally in so far as possible, and report on the percentage of locally employed personnel.

5.1.6 Construction will require a variety of skilled and unskilled trades and the Developer understands that a sufficiently skilled workforce will need to be available in the local area to achieve this aim. The Cambridgeshire and Peterborough Combined Authority Skills Strategy and New Anglia Sector Skills Plan (Construction) identify the construction sector as a skills priority area. The Developer has commenced early engagement with educational establishments, local authorities, Local Enterprise Partnerships (LEPs), and local community organisations to support ambitions to close the construction skills gap, thereby improving the chances for local people to access construction jobs. The Developer will work with its construction partners to explore opportunities to use the Combined Authorities' Skills Boot Camps as a route to securing employment for local people during the construction period.

5.1.7 Throughout the construction phase, the Developer will maintain an 'open door' policy for those interested in upskilling for operational roles. Where the potential exists, additional basic skills development and other qualifications may be offered.

### *Operational Period*

5.1.8 During the operational period the Authorised Development will provide up to 40 FTE skilled jobs including waste acceptance personnel, operational engineers and facility-based support staff. The Developer will engage at the earliest opportunity with local educational establishments, job centres and community organisations to discuss how they might support local people to apply for, and secure, positions at the facility once operational. **Table 5.1**, Indicative positions and qualifications, lists the anticipated positions available at the Authorised Development and the qualifications required to access them.

**Table 5.1: Indicative positions and qualifications**

Position	Qualifications Required



<b>Facility Manager</b>	<ul style="list-style-type: none"> <li>• An engineer, qualified to HND or degree level, in a relevant area of Power/Biomass Plant Engineering, Process or Electrical Engineering</li> <li>• Proven experience as manager in energy from waste, biomass, or power plants</li> </ul>
<b>Operations Manager</b>	<ul style="list-style-type: none"> <li>• Apprentice trained Engineer, qualified to HND or equivalent in a relevant Engineering discipline</li> <li>• Knowledge of MSW and/ or power generation, preferably having experience at a management level</li> <li>• Knowledge of current H &amp; S (minimum IOSH 4 day), CDM and pressure systems regulations, experience of COMAH would be desirable</li> </ul>
<b>Maintenance Manager</b>	<ul style="list-style-type: none"> <li>• Apprentice trained Engineer, qualified to HND or equivalent in a relevant Engineering discipline, but knowledgeable in Control, Electrical and Mechanical Engineering</li> <li>• Knowledge of current H &amp; S (minimum IOSH 4 day), CDM and pressure systems regulations</li> <li>• Proven experience in a supervisory maintenance role within a process industry</li> </ul>
<b>Electrical, Controls and Instrumentation Engineer</b>	<ul style="list-style-type: none"> <li>• Qualified to at least SCQF Level 7 (or equivalent) in a relevant Engineering discipline</li> <li>• Ideally 4-day IOSH qualification or greater</li> <li>• Knowledge of Safe Systems of Work</li> </ul>
<b>Mechanical Engineers</b>	<ul style="list-style-type: none"> <li>• HND in a relevant engineering discipline</li> <li>• Served a recognised apprenticeship</li> <li>• Proven experience of mechanical and maintenance operations in Energy from Waste or similar processes, operating high pressure steam systems</li> </ul>
<b>Shift Team Leaders</b>	<ul style="list-style-type: none"> <li>• NVQ Level 3 plus equivalent experience in a continuous process environment</li> </ul>
<b>Assistant Shift Team Leaders</b>	<ul style="list-style-type: none"> <li>• NVQ Level 3 or equivalent experience in a continuous process environment</li> </ul>
<b>Contracts Manager</b>	<ul style="list-style-type: none"> <li>• Degree level education and commercial experience</li> </ul>
<b>Commercial Support Manager</b>	<ul style="list-style-type: none"> <li>• No specific qualifications – skills required are:</li> </ul>



	<ul style="list-style-type: none"> <li>• Excellent purchasing skills</li> <li>• Innovative, self-motivated, and able to prioritise effectively</li> <li>• Ability to work well in a team</li> <li>• Good numerical ability and logical thinking</li> <li>• Ability to negotiate</li> <li>• Sound commercial awareness</li> <li>• Good level of computer literacy</li> </ul>
<b>Waste Acceptance/ Weighbridge Operatives</b>	<ul style="list-style-type: none"> <li>• GCSE English and Maths (or equivalent functional skills)</li> </ul>
<b>Waste Acceptance Supervisor</b>	<ul style="list-style-type: none"> <li>• GCSE English and Maths (or equivalent functional skills) and relevant experience in the waste industry</li> </ul>
<b>QHSE Manager</b>	<ul style="list-style-type: none"> <li>• Degree in Environmental Science or Chemistry</li> <li>• NEBOSH Diploma</li> </ul>
<b>Community Liaison Manager</b>	<ul style="list-style-type: none"> <li>• Degree level education or equivalent experience</li> </ul>
<b>Administration Manager</b>	<ul style="list-style-type: none"> <li>• Previous experience and knowledge of business administration</li> <li>• Excellent IT skills</li> </ul>
<b>Finance Assistant</b>	<ul style="list-style-type: none"> <li>• Qualification as an Accounting Technician – ideal but not essential</li> <li>• Experience in Financial accounting</li> </ul>
<b>IT Support Technician</b>	<ul style="list-style-type: none"> <li>• 2+ years' experience in the delivery and support of IT systems</li> <li>• Good general level of education</li> </ul>

5.1.9

Access to employment is also supported by the detailed Operational Travel Plan to be secured under Order Requirement 15, which includes promotion of sustainable travel and use of public transport.

- **Local supply chain.** The Developer, in conjunction with its EPC contractor, will hold at least one 'Meet the Buyer' industry and suppliers' day to enable local businesses to meet its team and identify which goods or services they may be able to provide to the Developer, its contractor or to otherwise facilitate the Authorised Development.

The Developer will advertise tenders for work locally with a link to its website. MVV's experience has identified that smaller local companies are often reluctant to bid for work as they are not confident of being able to deliver to scale. However, the Developer is keen to ensure these businesses can still access the



opportunities presented by the Authorised Development; and to support this, will offer advice on forming consortia with other local businesses, that can then bid for the work. Business in the Community have been active in Fenland for the past 10 years and the Developer will approach them to discuss the @onealliance model and learn from the experience of Anglian Water and their supply chain companies.

Where Host Local Authorities are able to communicate forthcoming tenders, the Developer believes this will be beneficial in encouraging local businesses to take up more challenging supply contracts.

- **Support to local SMEs** to access opportunities to supply local goods and services. The Developer will work with business support agencies to identify the most effective ways in which MVV can support the development of the local supply chain. This may include, but is not limited to, upskilling and support to access contracts for the required goods and services during the construction and operational periods of the project.

The Developer is committed to working with local organisations to support the delivery of the priorities set out in the New Anglia Local Industrial and Cambridgeshire and Peterborough Industrial Strategies. Through such partnerships the Developer aims to maximise the use of the local workforce and minimise any potential influx of temporary construction workers.

## 5.2 Monitoring and Reporting

5.2.1 To assess the effectiveness of this strategy and inform any changes and/or improvements to its delivery, the Developer will keep records of the following details, see **Table 5.1**, in relation to the bullet point list at **paragraph 5.1.4**:

**Table 5.1: Monitoring records**

ID	Commitment	Record(s)
ES01	Waste education programme	a. Type of group (e.g., school, community, technical) b. Type of engagement (e.g., site visit, outreach, attendance at event)
ES02	Bespoke support (Higher and Further Education)	a. Number of attendees (where known) b. Number, location and topic of any guest lectures delivered c. Duration and nature of any work placement(s) and/or research opportunities
ES03	Targeted support (disadvantaged and/or marginalised groups)	a. Duration and nature of any activities aimed at the following: <ul style="list-style-type: none"> <li>i. NEETs</li> <li>ii. Children in/from care settings</li> </ul>



ID	Commitment	Record(s)
		iii. EAL groups and/or individuals
ES04	Site visits	b. Type of and number in group
ES05	STEM support	a. The Developer's registered STEM Ambassadors b. STEM activities undertaken c. Number of participants
ES06	Careers and skills	a. Meet the Buyer event details b. Details of events hosted by third parties (by invitation)
ES07	Skills development	a. Details of engagement with third party providers (e.g., Cambridgeshire Skills, Green Skills Academy) b. Partnerships with growth and careers hubs c. Details of activities with Job Centre Plus
ES08	Apprenticeships	a. Number of apprentices employed, including via construction contractors b. Area(s) of study undertaken by apprentices
ES09	Internships	a. Number of interns employed, including via construction contractors b. Area(s) of study undertaken by interns
ES10	Work experience	a. Reason, duration and focus for any work experience student(s)
ES11	Local employment	a. Reason, duration and focus for any work experience student(s) b. Numbers of staff on site during construction, commissioning and operation c. Postcodes for all staff

5.2.2 The Developer shall produce a summary report of the data collected during the first year of construction. This will be submitted to the HLAs within 10 working days of the anniversary of the Commencement of the Authorised Development<sup>21</sup>.

<sup>21</sup> Commencement is defined under Article 2 of the Order see Statutory Instrument 2024 No. 230 <https://www.legislation.gov.uk/ukSI/2024/230/schedule/1/made> (last accessed 19/11/2024)



5.2.3 No less than 10 working days after the report has been submitted, the Developer shall convene the first annual review of this Employment and Skills Strategy. The purpose of the annual review will be to discuss and agree the following:

- Any changes to national and local policies and guidance;
- Any changes to local themes and priorities;
- Any sections and/or appendices that have become redundant (e.g., information about delivery of similar schemes at other sites);
- Initiatives that have worked and should continue;
- Any improvements that can be made for the year ahead;
- Initiatives that have been less successful – including whether these should continue or be replaced with something more appropriate;
- Any changes required to this Employment and Skills Strategy for the year ahead; and
- The contents of the annual report, with a view to refining it and ensuring it is of relevance/value to the HLAs.

## 5.3 Summary

5.3.1 This Employment and Skills Strategy is submitted as a working document for annual review throughout the construction phase of the Authorised Development. This will ensure that it remains relevant and continues to maximise opportunities as local and national priorities change. The Developer will continue to work in partnership with HLAs, local educational establishments, and local community groups to refine and further understand how it can most effectively support the development of employment and skills in the local area.

5.3.2 A revision history for this document is provided at **Section 6** below.



## 6. Revision history

Revision date	Issue number	Author / reviewer	Position	Summary of changes	Affected pages	Date annual revisions reviewed and approved by CCC
04/10/2024	1	Jane Ford	Communications and Community Relations Manager	Outline strategy updated in consultation with HLAs and stakeholders to produce the detailed strategy for submission	All	n/a
04/11/2024	1.1	Jane Ford / Tim Marks	Communications and Community Relations Manager / Head of Planning	Updates in response to consultation feedback, see Appendix F	6 to 8, 17 to 23 and 64 to 68	n/a
18/11/2024	1.2	Jane Ford / Tim Marks	Communications and Community Relations Manager / Head of Planning	Further updates in response to comments received	2,4,7,17 to 19 and 23 to 73	n/a





# Appendix A

## Safety, Quality, Wellbeing, Energy, Environment, Community and Health Policy (SQWEECH) Policy



SAFETY • QUALITY • WELLBEING • ENERGY • ENVIRONMENT • COMMUNITY • HEALTH

## MVV ENVIRONMENT LIMITED

**OUR VISION** is to operate the most efficient energy from waste combined heat and power plants in the UK to achieve the greatest benefit to our communities, the environment and our shareholders.

MVV Environment Limited is a UK based subsidiary of MVV Umwelt GmbH. Our plants at Baldovie, Devonport and Ridham make use of waste that cannot reasonably be reused, recycled or composted to produce energy in the form of electricity and heat.

We are committed to delivering our services in a professional way that exceeds the needs and expectations of our customers, local communities and other stakeholders in a sustainable manner. We are committed to continual improvement to achieve business distinction whilst providing employees and visitors with a safe working environment and minimising the environmental impact of our activities.

We provide a framework for setting key business objectives applicable to safety, quality, wellbeing, energy, environment, the community and health. The framework will ensure that Top Management are committed to the continual improvement of the management system and that all objectives are 'SMART', these are reviewed at least annually for continued suitability.

### QUALITY

We will achieve business distinction and high quality by:

- Establishing the right business objectives and targets to achieve the best results,
  - Improving our performance by obtaining feedback from our customers and local communities,
  - Ensuring a high standard of service response to feedback,
  - Managing and communicating our quality strategies, performance and policy internally and to interested parties,
  - Building performance capability through structured programmes that develop technical skills and increase awareness of quality issues amongst our staff and contractors,
  - Ensuring sustainable quality performance through implementation and certification of an effective quality management system compliant with the international standard ISO 9001,
- Complying with all applicable legal, contractual, and other requirements, identified by the company to fulfil our interested parties needs and expectations.

### ENVIRONMENT • ENERGY

We are committed to improvement in environmental performance, operations, environmental protection, and minimisation of our overall environmental impact. In order to achieve this, we will:

- Assess the environmental effects of our activities and operations,
- Assess and analyse energy use and consumption with a view to identifying opportunities for improving energy performance,
- Develop and maintain a management system which is compliant with the international standards ISO 14001 and ISO50001, integrated with the quality and health and safety elements of our business,
- Set specific targets and performance indicators related to significant environmental aspects and areas of significant energy use of our business,
- Comply with legal, contractual, and corporate obligations and approved codes of practice related to our environmental aspects, energy use, consumption and efficiency, while co-operating fully and maintaining open relationships with all relevant statutory authorities to ensure the prevention of pollution from our activities,
- Communicate our environmental aims and objectives to employees and relevant stakeholders,
- Train our staff and raise employee awareness of environmental and energy efficiency matters,
- Encourage customers and suppliers to adopt practices which are consistent with our Policy and objectives,
- Implement a process for procurement and purchasing of energy efficient products and services,
- Provide the necessary resources and obtain the required information to achieve the company's strategic objectives and targets.

Energy performance aspects associated with the operation of our facility have been studied at design and development stages to ensure optimal energy performance levels are achieved at all times through efficient maintenance and operation.

### HEALTH • SAFETY • WELLBEING

We will regularly assess and improve our operating practices in relation to the health and safety of our employees, contractors, visitors and customers by:

- Implementing and maintaining a company wide Health & Safety Policy
- Providing all employees with sufficient information, instruction, training, supervision and feedback to enable them to carry out their duties effectively and safely; to continually assess and appreciate risk; and to improve health & safety performance,
- Informing all contractors who visit our site of their health and safety responsibilities, their potential impacts, and the main hazards on the site and within their areas of work,
- Documenting and updating risk assessments for all our business activities, plant and equipment,
- Raising emergency plans for accidents, fire, spillages and dangerous occurrences and conduct training and practice sessions,
- Regularly inspecting the site and its activities, and promptly rectifying findings that could pose a risk to health and safety or compromise fire safety precautions,
- Monitoring and reporting on accidents and incidents regarding Health and Safety and holding regular meetings with relevant staff to discuss the above and any other pertinent issues,
- Providing work environment surveys to identify and implement improvements related to the condition of the workplace, communication, and professional relationships, optimising motivation and retention levels.,
- Implementation and certification of an effective occupational health & safety management system compliant with the international standard ISO 45001.

### COMMUNITY

We aim to engage with local communities in the vicinity of our Plants on a number of levels relevant to the context of each development. This commitment will involve some or all of the following measures:

- Stakeholder consultation throughout any necessary planning process,
- Continuation of a Local Liaison Committee,
- Employment opportunities for local people,
- Training and education for staff and the wider community,
- Links with local schools, colleges, and Universities to provide work experience, placement, and apprenticeship opportunities,
- Delivery of an education programme relating to resource and waste management,
- Hosting Site visits for interested parties
- Purpose-built visitor facilities within the administration area of the Plant for schools and community workshops,
- Support for local community projects, especially where these align with our business aims.

Paul Carey Director Peter Knapp Director Mike Turner Director



MVV Environment Ltd  
40 Creek Road, Plymouth, PL5 1FL

Registered in England No: 06709860

MVV Environment Baldovie Ltd  
Forties Road, Dundee, DD4 0NS

Registered in Scotland No: 5C148254

MVV Environment Devonport Ltd  
EFW CHP Facility, Creek Road,  
Plymouth, PL5 1FL

Registered in England No: 07412959

MVV Environment Ridham Ltd  
Ridham Dock Biomass Facility, Lord  
Nelson Road, Iwade, ME9 8FQ

Registered in England No: 07908193

MVV Environment Services Ltd  
40 Creek Road, Plymouth, PL5 1FL

Registered in England No: 08500792  
January 2024



# Appendix B

## Local Employment Scheme (LES)



Local Employment Scheme



# Local Employment Scheme



Submission to Plymouth City Council

7th June 2012



## Local Employment Scheme

### 1. Introduction

MVV Environment Devonport Limited (MED) has been awarded the South West Devon Waste Partnership's (SWDWP) residual waste treatment contract. The SWDWP is a collaboration between Plymouth City Council, Torbay Council and Devon County Council to provide a long term solution to deal with residual waste from the South West Devon area which is left over after re-use, recycling and composting.

MED's proposal is to construct and operate an Energy from Waste Combined Heat and Power (EfW CHP) facility, incorporating Combined Heat and Power (CHP) technology, on land currently situated in the north east of Her Majesty's Naval Base (HMNB) Devonport, Plymouth.

Planning consent for the facility was granted on 3rd February 2012 together with an Agreement made pursuant to Section 106 of the 1990 Act. This plan meets the obligations set out in Schedule 2, item 6 of the S.106 Agreement; to provide a Local Employment Scheme (LES). In addition, it includes statements about local procurement and advertisement, as included in the definition of the LES in the S.106 Agreement, as detailed in Schedule 2, items 7 to 10. The Education Programme to be developed pursuant to Schedule 7 of the S.106 Agreement will generally support the implementation of this LES.

MED will be supported in constructing the EfW CHP facility by MVV O&M GmbH who will act as EPC Contractor. MVV O&M GmbH have engaged a number of key sub-contractors to deliver various aspects of the construction as shown in Table 1 below:

**Table 1:**

Construction element	Sub-Contractor
Civil Engineering	Kier Construction Ltd.
Air Pollution Control	LAB GmbH
Water/Steam Cycle	Imtech GmbH
Electrical and Control Systems	SAR Elektronik GmbH
Boiler and Grate	Baumgarte GmbH

### 2. Objective

The objective of this LES is to secure that not less than 70% of the workers employed in relation to the construction of the EfW facility are drawn from within the Plymouth City Council administrative area, where it is reasonably practicable to do so. MED will endeavour to ensure that of this 70%, 10% are drawn from the local areas of St. Budeaux and Barne Barton where it is possible to do so.

Achievement of this objective will be subject to the availability of workers within the local area with the skills and experience required for the available posts; as well as compliance with MVV's legal and regulatory obligations; for example with respect to equal opportunities legislation.

### 3. Scope

This LES applies to MED its EPC Contractor and their key sub contractors, who are:

- Kier Construction Ltd.
- Baumgarte GmbH
- LAB GmbH
- SAR Electronik GmbH
- IMTECH GmbH

These companies represent, and define, MED's key sub-contractors.



## Local Employment Scheme



### 4. Delivery – Construction Phase

#### 4.1. MED

During the construction phase MED's direct staffing requirements will be relatively limited. To date the following three key posts have been filled:

- Executive Assistant
- Community Liaison Manager
- Finance Manager.

All three posts (100%) were recruited locally, with the post-holders residing within the Plymouth City Council administrative area. This local recruitment was achieved by advertising the posts in the local media, utilisation of Plymouth based job agencies, and via MED's on-going engagement with the local community. MED will continue to utilise a variety of local recruitment channels during the mobilisation and operational phases of the project and this is described more specifically at paragraph 5.3 below.

#### 4.2 MVV O&M GmbH

MED's principal contractor MVV O&M GmbH will also have its own staffing requirements, although at present these are limited to a Construction Commercial Manager and a Project Commissioning Manager. These positions will be advertised both locally and nationally due to the specialist nature of the positions.

#### 4.3 Promotion of the Local Employment Scheme

Prior to the operational phase of the project, MED's key arena of influence with respect to local employment will be through MVV O&M GmbH's key sub-contractors, most notably Kier Construction Ltd., who are acting as civil contractor for the project. Local employment opportunities via other process sub contractors will be limited, due to the specialist nature of the technologies being delivered.

MED has already informed its key sub-contractors of the requirements of the LES and, at the date of writing, this has resulted in 88% of the site staff being sourced from within the Plymouth City Council administrative area. MED will continue to promote the requirements of the LES to its key sub-contractors and will monitor the effectiveness of this promotion through regular reporting routes.

#### 4.4 Staffing requirements - general

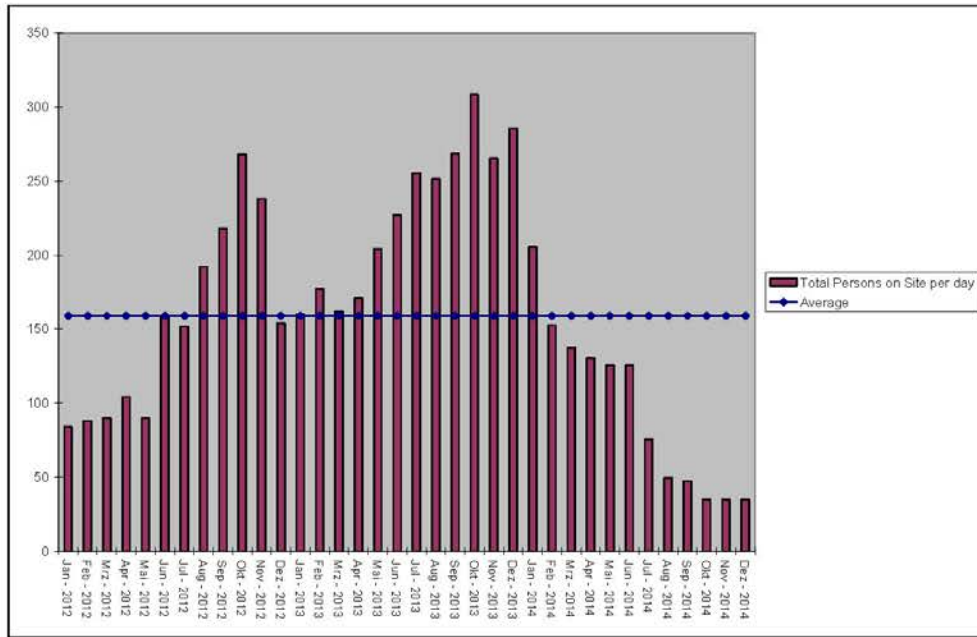
Figure 1 below shows the estimated number of persons on site during the construction and commissioning phases of the SWDWP project.

The majority of the construction workforce will not be directly employed in advance by MVV's key sub-contractors, but rather sub-contract packages will be tendered as required. This is discussed further in paragraph 5.9 below – Local Goods and Services.



Local Employment Scheme

Figure 1:



4.5 Recruitment

4.5.1 MED

MVV arranged an Industry and Suppliers Day held at the Tamar Science Park on 19th October 2011, and ensured the key sub-contractors attended to present themselves to potential local employees and sub contractors and to enable them to assess the skills of the local workforce. The event was designed to introduce MED as a local employer, and raise awareness, during the early stages of the project, of the roles on offer during both the construction and operation phases of the facility. Although targeted primarily towards local businesses, the event also enabled individuals to obtain information about the kinds of qualifications, skills and experience required to access the variety of roles available with MED and its sub-contractors, understand the different recruitment timetables, and leave their details with the relevant companies.

MED also attended an Employment Day held by the Career Transition Partnership (CTP) on 22nd March 2012. The CTP place service men and women who are leaving the forces and seeking employment. Many of those attending were originally from the Wider Locality area and planned to return to live in Plymouth once released from service. The event enabled attendees to gain information about the future roles available with MED, as well as to leave their CV's and contact details for forwarding to MED's sub-contractors, where shorter term opportunities exist.

All of MED's staff appointed since the commencement of the contract have been recruited through local agencies and local liaison with the community, via the ILC, for example. In order to continue their commitment to the delivery of the scheme objective MED will continue to advertise its own direct vacancies as they arise on the MVV website, at local community venues (where permitted), through the local media, local employment agencies, and JobCentre Plus. MED will liaise with Working Links to promote employment opportunities, and will endeavour to implement the Working Links Joint



### Local Employment Scheme

Recruitment Proposal where this does not conflict with business requirements e.g. recruitment timescales.

#### 4.5.2 MED Key Sub-Contractors

##### Kier Construction Ltd

The majority of employment opportunities on-site will be via MED's civil engineering contractor Kier Construction Ltd. and requirements will include:

- Administration staff, receptionists, secretaries from Spring/Summer 2012
- General Operatives/Tradesman from Spring/Summer 2012 (CSCS Card will be required)
- Plant operatives from Spring/Summer 2012 (CSCS Card will be required)
- Site engineering /Supervision from Spring 2012 (CSCS Card will be required)

Although direct local employment opportunities with other process sub contractors will be limited, the following roles have been identified at the time of writing. These posts will be recruited at the appropriate time either prior to or following the commencement of the Main Works.

##### EnviCon

- Administrative Assistant
- Civil Engineer
- Scheduler

##### Baumgarte GmbH

- HSE Manager
- Construction Site Supervisor

As the project progresses, the staffing requirements of other process sub-contractors will be further defined by each of the companies involved.

To support the objective of the LES MED's key sub-contractors will undertake the following measures:

- Use of contacts made at the Industry and Suppliers Day held in Plymouth in October 2011
- Vacancies will be advertised
  - in local newspapers
  - through the Plymouth JobCentre, and
  - at local community venues (where permitted).

#### 4.6 Training opportunities - MED

MVV will promote the following training opportunities during the construction period:

- Offering site visits to students studying construction and related disciplines during the construction phase.
- Working with the City College Plymouth and the University to deliver lectures on relevant aspects of the works and/or on how to manage and execute such a large project.

#### 4.7 Training opportunities – MED key sub-contractors

In addition to the training opportunities which will be provided directly by MED, its civil works sub-contractor Kier has an excellent track record of building relationships with local school and community





### Local Employment Scheme

projects. Specifically for the Energy from Waste Combined Heat and Power Facility Kier would propose that the following schemes be adopted:

#### STEM Ambassadors

STEM is the UK Government scheme to promote Science, Technology, Engineering and Mathematics to young people. Kier will have two volunteers within their management team to act as STEM Ambassadors to local schools and colleges. Kier have already started this engagement with attendance at a careers fair held on the 8th March 2012 and organised by Plymouth University to celebrate International Women's Day and encourage girls to consider a career in STEM subjects. Please see **Appendix 1**. Such engagement will continue during the construction phase.

#### College/ University Liaison

Kier will promote civil engineering career opportunities to young people at all school levels through appropriate presentations, workshops, site visits and competitions. Where possible, organised visits to the project will be provided with the aim of showing what goes in to such an important engineering project.

Throughout Kier's time in the Plymouth area they have developed very strong relationships with both City College Plymouth and the University of Plymouth. Kier's Sector Manager sits on the Plymouth University Industry Advisory Committee representing the local construction industry. The role includes advising the University on current trends in the industry, the relevance of the academic curriculum to employment and advising students on their final year projects and continuing educational development. Kier have funded several local team members to gain construction and civil engineering qualifications from City College Plymouth. Kier have also sponsored selected students through their studies and provided them with work experience during their holidays or placement years. Kier will actively promote and assist these and other colleges and institutions, to support, discuss and recruit future apprentices, undergraduates and graduates.

In line with their continuing programme of support to the City College and University, Kier have already attended a careers fair on the 7th March 2012, organised by Plymouth University to provide insight and opportunities to the geotechnical department. Please see **Appendix 2**.

### 4.8 Construction Trade Placements and Apprenticeships

#### MED

On the commencement of the Main Construction Works MED will provide a sponsorship sum of up to £3,000 to fund one Construction Trade Apprenticeship. Further sponsorship sums of up to £3,000 will be paid on each subsequent anniversary of the commencement date of the Main Construction Works, for the duration of the construction period. It is intended that the sponsorship sum be made available to support a small local business to take on an apprentice. It is envisaged that the sponsorship sum would be used by the business to fund part-time vocational training at the City College Plymouth to compliment the hands on training offered by the business itself, thereby providing a rounded training package.

The fund would be provided by means of a direct payment to the City College Plymouth to cover the employer contribution for the vocational training for apprentices over 19 starting in September 2012. MED will work in partnership with the City College to identify suitable local businesses and recruit to the apprenticeship position with City College independently certifying that such sponsorship has been put in place. Confirmation of sponsorship payments and placement reports will be provided within the quarterly monitoring report described in 4.9 below.



### Local Employment Scheme

In order to maximise the benefit to the local community MED will apply the following criteria for access to the fund:

- Proximity to the plant, thereby increasing the opportunity for a local resident to benefit from the sponsorship, and
- Benefit with respect to supporting the further growth of the business, thereby acting as a catalyst for future local employment.

### MED key sub-contractors

Kier will also deliver a number of apprenticeship and placement opportunities directly related to the development of the Plymouth EfW facility and the value of the project. These opportunities will apply to vocational students, undergraduates and graduates. Kier have already undertaken the recruitment process for the first tranche of these apprenticeships.

Details of specific placements for 2012 are shown in **Appendix 3**.

#### 4.9 Reporting

During the construction phase of the project, and where the provision of information does not contravene legislation, for example the Data Protection Act, a summary LES report covering MED's key sub-contractors, will be produced on a quarterly basis giving details of:

- Number of MED employees;
- Number of MVV O&M GmbH employees engaged on the project;
- Number of sub-contractor employees engaged on the project;
- Total of the above;
- Percentage of the total residing within the Wider Locality;
- Details of placements and sponsorship sums paid to Plymouth City College as detailed in 4.8 above.

The summary LES report will be provided to Plymouth City Council within 20 working days of the end of each quarter.

#### 4.10 Local Goods and Services

##### MED

In order to introduce MED and its sub-contractors to local businesses MVV arranged and attended an Industry and Suppliers Day which was held at the Tamar Science Park on 19th October 2011. The event was widely publicised in the local media, through MED's own local newsletter, and through the distribution of flyers (see **Appendix 4**) and on MVV's website, and was designed to raise awareness of the project amongst local businesses. The event was attended by all of MED's key sub-contractors and gave local businesses the opportunity to find out what goods and services will be required by the various parties during the construction phase of the project, how to access these opportunities and to leave their details with relevant companies.

To date MED have employed the following companies, who are all Plymouth based:

- Kall Kwik Printing – Union Street, Plymouth
- Francis Clark – Sutton Harbour, Plymouth
- URS – Armada Way, Plymouth
- PriceWaterhouseCoopers – Prince Street, Plymouth
- Hunters Personnel – The Crescent, Plymouth
- Wolferstans – North Hill, Plymouth
- SSE Contracting Ltd
- Staples – Plymouth branch



**Local Employment Scheme**

- West Country Crane Hire
- TJ Purdy – (office fitment)
- Aztec West Ltd – Burrington Way, Plymouth

When directly procuring goods or services, and where such goods or services are available locally, MED will use its reasonable endeavours to advertise tenders with a contract value exceeding £10,000 per annum on the Community Website. A general advertisement will be placed in the local media at an appropriate time directing potential suppliers to the relevant section of MVV’s website. Where goods or services are required on an emergency basis this will not apply.

**MED Key Sub-Contractors**

A wide range of goods and services will be required by MED’s key sub-contractors during the construction phase of the project, these are detailed in Table 2 below. The goods and services shown will be procured at an appropriate time as required in accordance with the construction programme.

**Table 2:**

Type of service/product
Provision of canteen services
Provision of cleaning services
Provision of security services
Groundworks subcontractors
Fencing subcontractors
Traffic management
Formwork, reinforcement and concreting
Steelwork and Cladding
Building fitout
Landscaping
Mechanical & Electrical services
Concrete supplies
Ancillary local supplies
Photocopying and reprographic services
Photography service
Scaffolding
Paintwork corrosion protection
Cabin hire
Tool hire
Mobile plant hire (e.g cherrypicker etc.)
Heat and noise insulation
Welding and fitting
Health and Safety Management
Structural steelwork fabrication and installation
Pipework fabrication and installation
Mechanical equipment installation
Crane and lifting equipment hire
Insulation and cladding
Accommodation (Hotel /B&B)
Computer equipment
Mechanical equipment installation
Mechanical conveying equipment
Silo fabrication and installation
Compressed air systems
Rental of site accommodation units
Installation of cable and cable trays
Lighting indoor/outdoor supply, installation, commissioning



**Local Employment Scheme**

CCTV systems supply, installation, commissioning
Fire detection systems supply, installation, commissioning
Telephone systems supply, installation, commissioning

Kier Construction Ltd. have included local contractors in 100% of their sub-contractor tender packages to date. As a result, the following local contractors have been selected to date:

- 4DCES (Surveying, Plymouth)
- SSE (Electrical, Plymouth office)
- Gibbs (Surfacing (Devon))
- URS (Design, Plymouth office)
- Thurlborn (South Devon)
- Geotechnics (Devon)
- Linter (Plymouth)

Where such goods or services are available locally, MED will use its reasonable endeavours to ensure that their key sub-contractors advertise tenders with a contract value exceeding £10,000 per annum on the Community Website. To enable this, key sub-contractors will be requested to provide details of the goods and services that they intend to procure to MED for inclusion on MVV's website. A general advertisement will be placed in the local media at an appropriate time directing potential suppliers to the relevant section of MVV's website. Where goods or services are required on an emergency basis this will not apply. This is to enable local businesses to benefit from the opportunities presented.

The engagement of local service providers will have a number of inherent benefits to MED's key sub-contractors:

- Create a positive impact on the local community
- Provide local market intelligence
- Is likely to provide more competitive pricing due to reduced costs of travelling etc.
- Utilise local knowledge and experience
- Reduce productivity risks due to proximity
- Enable quicker response times if required
- Enable the establishment of a local, facility specific, skill base (important during commissioning and operation of the plant).

**5. Delivery – Operational Phase**

**5.1 MED**

The operational phase of the EfW CHP facility is currently scheduled to commence in November 2014. Prior to the commencement of operations MED will begin a phased recruitment programme for the staff required to operate and maintain the EfW CHP facility. These staff members will be directly employed by MED. In addition to these directly employed staff MED will require a number of sub-contracted services and procured goods, during the 25 year period of the contract. MED's policies to promote local sourcing of the goods and services, thereby contributing further to local employment, are given at paragraph 5.9 below.



## Local Employment Scheme

### 5.2 Staffing requirements

For the operation and maintenance of the plant MED will require 33 full time equivalent staff, as detailed in Table 1 below. At present the recruitment timetable shown is indicative and will be refined as business requirements dictate over the course of the construction and commissioning of the facility.

**Table 1:**

Post	Commence recruitment
Technical Director	In place
Financial Director	In place
Operations Manager	August 2012
Maintenance Manager	August 2012
Health, Safety & Environment Manager	August 2013
Financial Manager	In place (recruited locally)
Contract Manager	August 2013
Waste Logistics Manager	August 2013
Community Liaison Manager	In place (recruited locally)
Executive Assistant	In place (recruited locally)
Shift Team Leader (s)	February 2014
Plant Operator(s)	February 2014
Crane operator(s)	February 2014
Weighbridge operator(s)	February 2014
Lead Mechanical engineer	February 2014
Lead Electrical and C&I engineer	February 2014
Tipping Hall supervisor(s)	May 2014
Consumables & Residues Supervisor	May 2014

### 5.3 Recruitment policies

MED will employ a number of recruitment methods to support the achievement of the LES objective. These are described in the following paragraphs.

#### 5.3.1 Local Advertising

MED will employ a policy of advertising vacancies locally through a variety of channels as appropriate including:

- Jobcentre Plus
- Local recruitment agencies
- Local media – such as the Plymouth Herald
- On MVV's website
- City College Plymouth – through the **workspace**
- Plymouth University



### Local Employment Scheme

- Engagement with local community groups such as the Barne Barton Partnership
- The local Career Transition Partnership
- Where permitted, displaying job advertisements in places that are accessed by the local community e.g. Tamar View Community Complex, St. Budeaux Community Centre, Routeways and Keyham Green Places.

### Local Jobcentre

MED are working closely with Devonport Jobcentre, through the Barne Barton Partnership, to ensure that local people are being signposted towards relevant training opportunities.

### Working Links

MED will liaise with Working Links to promote employment opportunities, and will endeavour to implement the Working Links Joint Recruitment Proposal where this does not conflict with business requirements e.g. recruitment timescales.

#### 5.3.2 Access to posts

MED will work with recognised local community groups, Jobcentre Plus and Plymouth City Council's Economic Development Team, providing them with information about the roles available and the qualifications required for each of the available posts. This information will be provided in a timely manner so that future potential candidates can be advised on which courses to attend to ensure that they have the necessary skills, experience and/or qualifications required to access the roles on offer at the time they become available.

MED has already been in discussion with the City College Plymouth regarding the provision of basic literacy and numeracy courses to assist potential candidates in this regard. MED will continue to build on this existing relationship with the City College Plymouth with the objective of ensuring that both skilled and semi-skilled roles are open to as wide a range of local candidates as possible.

#### 5.3.3 Interviews

MED will clearly define the requirements for each of the available posts with respect to qualifications, skills and experience. These requirements will be used to identify both essential and desirable criteria for the post and will be applied, and scored, as part of the interview process. Where candidates residing in the St. Budeaux or Barne Barton area meet the requirements for the post MED will endeavour to interview such candidates, however MED reserve the right to limit the final interview list to no more than 6 candidates. Where this does not contravene MVV's legislative obligations, for example with respect to equal opportunities legislation, additional positive weighting will be applied where applicants meet the requirements of the role, perform well at interview and live locally to the facility.

### 5.4 Staff Training

Twelve of the roles available during the operational phase will require specific higher level academic and/or vocational qualifications owing to the nature of the role. However there will be other roles available which require skill sets ranging from mobile plant operation to basic numeracy and literacy.

MED will support all of its staff to continue their professional development once appointed, and will provide a range of different training opportunities as appropriate to the role including:

- Attainment of formal qualifications such as Certificates of Technical Competence (Waste Management Industry Training Board accredited)
- Attendance at industry training courses and events
- Attendance at relevant seminars and conferences



### Local Employment Scheme

- In-house knowledge sharing through workshops and briefings
- On the job training
- Training at MVV's plants in Germany
- Undertaking management development programmes
- Specialist areas such as First Aid
- Health & Safety training.

Training needs will be identified in line with the changing requirements of the business, MED's own quality and service objectives and the company's commitment to providing a workplace that supports and encourages the development of its people.

For the Plymouth EfW CHP facility, one Maintenance Manager and one Operations Manager will be recruited in the UK to oversee the operational and maintenance activities. The target date for selecting traineeships is October 2012. These two individuals will undergo a one year practical training programme which will include training at MVV's EfW CHP facility in Mannheim with the additional possibility of internships at MVV's other facilities, such as MVV's EfW plant in Leuna. During the course of the programme, the trainees will initially learn the operational responsibilities of the plant operators and the maintenance engineers. Following this, they will be deployed as operations, planning and maintenance engineers, on smaller projects. In addition to technical training, the basics of commercial activity will be taught commensurate with the requirements of these engineering roles. The two engineers will also establish contacts with experienced plant operators and engineers in Germany, during their training there.

### 5.5 Training initiatives with external partners

#### City College Plymouth

MED has already met with City College Plymouth to discuss various ways in which the two organisations can work together to provide training opportunities locally. A number of initiatives have been discussed including

- The provision by the City College of a training package to assist MED in meeting legislative requirements, ie First Aid, H&S, Fire Warden etc,
- Providing classes teaching basic skills, i.e. numeracy, literacy, learn how to learn, etc, designed to enable future potential employees to access roles,
- Cooperation in the field of training MVV's employees and providing classrooms for this,
- Enabling internships,
- Holding lectures at the college,
- Conducting student tours at the EfW plant,
- Possible EU exchange visits, especially in relation to apprenticeships,
- Filling the gap between education and employment by giving school leavers and graduates the chance to live and work in another country via the Leonardo project,
- Providing work experience and summer placement opportunities,
- Use of the facility to support work based learning,
- Creation of a knowledge base and knowledge transfer.

This relationship will be maintained and developed further by MED and the City College to determine and agree the best routes and implementation mechanisms for the initiatives listed above.

#### Plymouth University

MED has also attended several meetings with the University to discuss potential areas of joint working. The University could act as an on-going delivery partner to support MVV's training programmes for employees, for example in:



### Local Employment Scheme

- Organisational and leadership development
- Higher level science and engineering skills at the graduate and post-graduate level
- Continuing professional development for managers.

In addition to the delivery of tuition and training, the University has agreed to work with MVV across a range of research, teaching and operational issues through the Faculties of Science and Technology and Business, the newly established Institute for Sustainability Solutions Research and the University's Office of Procurement and Sustainability. Student research projects relevant to a broad range of disciplines are expected to develop over time: for example environmental science, environmental engineering, planning, economics, public policy and business. More specific projects relating to topics such as stakeholder engagement, promotion of waste recycling, vehicle movements/carbon foot-printing and green facility design and improvement may be pursued with the Institute for Sustainability Solutions Research. Collaboration is expected with the University Office of Procurement and Sustainability with respect to maximising opportunities for local co-procurement (Sell 2 Plymouth) and collaboration over sustainable energy-related projects in the City eg CHP and ESCO developments. The University has established an internal matrix of contacts for MVV in order to pursue these opportunities. MED will continue to work with the University to address other opportunities for business development, Knowledge Transfer Partnerships, internships and employment issues.

#### 5.6 Operational Apprenticeships

MVV is committed to providing a sponsorship sum of up to £15,000 per annum to support 5 Operational Apprenticeships in waste, engineering or related disciplines. As with the Construction Apprenticeships, it is envisaged that the Operational Apprenticeship sponsorship sum would be used by small local businesses to fund part-time vocational training at the City College Plymouth to compliment the hands on training offered by the business itself, thereby providing a rounded training package.

The fund would be provided by means of a direct payment to the City College Plymouth to cover the employer contribution for the vocational training for apprentices over 19. MED will work in partnership with the City College to identify suitable local businesses and recruit to the apprenticeship positions.

MED would receive regular reports from the City College on the progress of the sponsored apprentices. Confirmation of sponsorship payments and placement reports will be provided within the annual monitoring report described in 5.8 below.

#### 5.7 Work Experience

Internships:

As MED mobilises to deliver the Plymouth project it will continue to maintain its existing positive relationships with both the City College and the University prior to, and during, the operational phase of the project and will specifically focus on the provision of up to 2 internships per annum for students who are attending courses relevant to the operation of the EfW CHP facility. These internship opportunities will be for a 6 week period.

Work Experience

At the time of writing, MED has begun to establish links with local schools via its recently appointed Community Liaison Manager, and the establishment and delivery of waste education and awareness will be a key part of the Community Liaison Manager's role during the operational period of the facility. MED will, via the Community Liaison Manager, further develop links to local Secondary School(s) to identify opportunities for providing work experience.

In addition to offering school work experience opportunities, MVV has already developed a good working relationship with the Careers Transition Partnership and REFA Ltd. who oversee employment





### Local Employment Scheme

and training opportunities for service personnel at the DDNB. We will continue this productive relationship to facilitate 6 week work experience placements for up to 3 naval engineers per annum. Bursary:

MVV will provide a sum of up to £5,000 per annum during the operational life of the facility as a bursary for a local student to attend university on a waste, engineering course, or related discipline. This funding will be provided to a student from the locality.

### 5.8 Monitoring and reporting

The delivery of the LES will be monitored and recorded as part of MED's Integrated Management System (IMS). The overall objective of the scheme, together with the actions required to drive delivery, will be communicated by the senior management within MED. Progress against delivery will be recorded and reported back to senior management by the relevant managers within the organisation. MED has identified the levels and types of qualifications required for each of the posts to be directly employed by MED, these will be kept under review in line with the changing requirements of the business, and any legislative or regulatory changes. MED will retain details of the skills and qualifications held by its employees as part of the normal management processes of the business. Using this information, and where it does not contravene legislation, for example the Data Protection Act, a summary LES report will be produced annually.

The LES report will be provided to a nominated officer of Plymouth City Council within 20 working days of the end of each year, and will include details of placements and sponsorship sums paid to Plymouth City College for operational apprenticeships as detailed in 5.6 above.

### 5.9 Local Goods and Services

From the start of the operation of the EfW CHP facility MED will require a number of sub-contracted goods and services, potential requirements are listed below:

- Accommodation (eg for staff visiting from Germany),
- Carpentry
- Catering (for specific events and also on-site supplies)
- Computer & IT equipment services and support
- Electrical equipment maintenance
- Fire protection equipment supplies and servicing
- General maintenance
- Industrial cleaning
- HVAC maintenance
- Laboratory analysis
- Landscaping services and maintenance
- Metal fabrication and welding
- Office supplies
- Painting and decorating
- Pest control
- Plant hire
- PPE equipment
- Pump and valve maintenance
- Recycling collections (e.g. office paper)
- Small building works
- Skip and container hire
- Scaffolding
- Testing/Certification
- Tools sales and hire
- Workshop equipment



### Local Employment Scheme



Where such goods or services are available locally, MED will advertise tenders with a contract value exceeding £10,000 per annum on the Community Website. A general advertisement will be placed in the local media at an appropriate time directing potential suppliers to the relevant section of MVV's website. Where goods or services are required on an emergency basis this will not apply.



# Appendix C

## Dundee Community Benefits Plan



Community Benefits Plan

# Community Benefits Plan

## Full Services Period



**Submission to Dundee City and Angus Councils  
11<sup>th</sup> March 2024**

CB Plan 20230215  
V4.1

Page 1 of 10



## Community Benefits Plan

### Revision and review history

Ref.	Document	Date	Signed off by
2.0	Draft for comment by D&A	05/11/2020	John Cowan
2.1	Draft incorporating D&A comments	30/12/2020	Mimi Mwasame
3.0	Final version agreed	30/12/2021	Mimi Mwasame
3.1	First annual review – no new updates	31/01/2022	Mimi Mwasame
4.0	Annual review – updated section 2.4	15/02/2023	Sarah Cartmill
4.1	Annual review – No updates	11/03/2024	Sarah Cartmill

### 1.0 Introduction

This Community Benefits Plan is provided in accordance with the requirements of:

- Schedule Part 2 (the Authority's Requirements) Paragraph 4.24;
- Schedule Part 3 (the Contractor's Proposals) Method Statement 6, Section 3;
- Schedule Part 3 (the Contractor's Proposals) Method Statement 4, Section 3; and
- Dundee City and Angus Councils (Partner Councils) Community Benefits – Construction Contractors Guidance.

This Plan will be updated and agreed with the Partner Councils on an annual basis. Per the requirements of Schedule Part 2, this Community Benefits Plan focusses on:

- Supplier Development;
- Employment and Skills Activities;
- Community and Awareness Raising Activities; and
- Environmental Activities.

### 2.0 Supplier Development

#### 2.1 Local Supplier Contract Spend

During the Full Services Period, we will record and report the total sub-contractor spend and the amount and percentage of which is paid to local sub-contractors. This applies to ongoing activities (such as cleaning and catering services) as well as maintenance works (including spends on local materials by non-local companies).

A local supplier is defined as a supplier or sub-contractor whose headquarter (deemed to be the place of payment of any invoice) is located within 35 miles of the site at Baldovie. This also includes local subsidiaries of national companies.



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MVV Environment Baldovie (MEB) will report the local supplier contract spend using the Community Benefits Contract Service Phase Monitoring Form (as provided by the Partner Councils).

### 2.2 Social Enterprise and Supported Business Contract Spend

During the Full Services Period, MEB, as part of its proposed contribution to the social value, will commission goods and services from SEOs where it is possible to do so. MEB will use the Social Enterprise Catalogue <http://dundeesen.org/social-enterprise-catalogue-construction-contractors/> to support this and will report the actual spend paid to SEOs and Supported Businesses using the Community Benefits Contract Service Phase Monitoring Form.

### 2.3 Sub-Contract Opportunity

All tendering opportunities will be advertised on MVV's Tenders page of the website: [www.mvv-environment.co.uk/tenders](http://www.mvv-environment.co.uk/tenders).

Where possible, MEB will advertise contracts for goods and services relating to the maintenance and/or operation of the RWT Facility with a contract value of over £50,000 per annum (indexed in line with Indexation Factor 2 as defined in Appendix 2 of Schedule Part 4 – Payment Mechanism) in such a way which ensures that local contractors have an opportunity to compete for this work. This could include but is not limited to:

- Events such as, or similar to the Meet the Buyer which was delivered on 31 January 2019;
- Participating in future Annual Tay Cities Meet the Buyer events or similar events where local sub-contractors will be in attendance; and
- Working with the Partner Councils where appropriate to identify details of relevant local contractors who operate in specific tender areas to provide them opportunities to bid for works.

MEB will provide copies of any advertisements placed in the local press to interested parties. All tender adverts will also be accessible from the company's website via the link provided above.

### 2.4 Local Supplier Development Programme and Business Mentoring

MEB will work with SMEs and SEOs and other local contractors to provide business mentoring to enable them to bid for contracts to work at the facility, this will be a minimum of 48 business mentoring hours for each contract year. In addition to the industry and suppliers day to be organised after the build, at which there would be seminars on the scope of the Contract; the range of support services that would be required; and how to bid for contracts from the Contractor and principal construction contractors; further events would be held to keep local SMEs and SEOs informed of the opportunities which would be available and to help them improve their bids.



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Training, mentoring and awareness events, including site visits, will be held periodically during the Full Services Period to support MEB's procurement requirements, keep local SMEs and SEOs apprised of the opportunities available to supply the company with goods and services and to help them improve the quality of their bids for such works.

To deliver this, MEB will engage and work with the following organisations:

- The Dundee Chamber of Commerce;
- Federation of Small Businesses;
- Partner Councils;
- Dundee Social Enterprise Network;
- Voluntary Action Angus;
- Business Gateway (Dundee); and
- Business Support Team (Angus).

Environmental awareness activities will also be undertaken to pass on key information to SMEs, SEOs and Supported Businesses as detailed in Section 5.2 below.

### 3.0 Employment and Skills Activities

MEB will provide support to the local labour force throughout the Full Services Period through various events and activities including:

#### 3.1 Local Labour Monitoring

MEB will report the percentage of employees based at the RWT Facility and Lines 1 and 2 (formerly DERL) who live within a 35-mile radius of the RWT Facility. This will be reported using the Community Benefits Contract Service Phase Monitoring Form.

#### 3.2 Employment Opportunities

MEB will report the number of new employment opportunities including new start vacancies to Partner Councils using the Community Benefits Contract Service Phase Monitoring Form.

MEB will also provide support to work clubs and other local initiatives that assist local people to find employment or get back into work.

#### 3.3 New Start Employment Opportunities

MEB commits to recruiting a minimum of four New Start employees during the Full Services Period. To help achieve this commitment, MEB will work closely with:

- Dundee City Council Community Benefits Officer;



### Community Benefits Plan

- Department of Work and Pensions;
- Dundee City Council and Angus Councils Employment Teams; and
- Local SEOs;

By definition, 'New Start' refers to someone who has previously been unemployed at the point of referral, an individual who has experienced redundancy, or a leaver from a recognised training programme; not someone coming directly from another job.

In addition, MEB is, and will remain, actively involved in Zero Waste Scotland's SWITCH initiative.

To support this, all vacancies will be advertised in accordance with Section 3.5 below.

### 3.4 New Apprentice Starts, Existing Apprentices and Shared Apprentice Scheme

#### 3.4.1 Project Initiated – New Apprenticeships

MEB commits to providing four apprenticeships, either directly or via our contractors, during the Full Services Period. MEB will achieve this by working with:

- Dundee and Angus College;
- Partner Councils' Skills for Learning and Work Teams; and
- Dundee and Angus Developing Young Workforce Team.

MEB will use reasonable endeavours to ensure that these apprenticeships are targeted towards redundant apprentices or those from disadvantaged groups (as defined in the DCC Community Benefits Contractor Guidance).

#### 3.4.2 Apprentices – Existing

MEB commits to offering at least two apprenticeships during the Full Services Period, either directly or via our contractors. MEB will achieve this by working with:

- Our subcontractors and suppliers;
- Dundee and Angus College (including offering work experience placements for their apprentices);
- The Partner Councils (including offering work experience placements for their apprentices); and
- Shared Apprentice Placement Opportunities.

#### 3.4.3 Shared Apprentice Scheme





### Community Benefits Plan

MEB will utilise the Shared Apprentice Ltd pool of apprentices to deliver the commitments at 3.4.1 and 3.4.2 above. MEB recognises that 44 cumulative weeks will equate to one apprentice outcome.

#### 3.4.4 Apprentice - Employer Recruitment Incentive

MEB will consider awarding financial support to subcontractors who can demonstrate that they are willing to take on New Start Apprentices from disadvantaged groups, MEB will provide an Employer Recruitment Incentive of £4,000. Where a new opportunity is agreed, the sponsorship arrangement will take a similar approach to the Scottish Government Employer Recruitment Incentive Model. The model recommends payments are based on sustainability and are therefore made at stages throughout the 1<sup>st</sup> year of employment. Payments would be provided as following:

- On the 4<sup>th</sup> week, a payment of £600;
- On the 13<sup>th</sup> week, a payment of £1,400; and
- On the 52<sup>nd</sup> week, a payment of £2,000.

Funding will be provided to support a maximum of four apprentices throughout the Full Services Period.

### 3.5 Vacancy Sharing

Employment opportunities during the Full Services Period will arise from two sources:

1. Direct employment with MEB in roles that are required for the operation of the of RWT Facility; and
2. Indirect employment opportunities that arise with our sub-contractors during outages, as well as those sub-contractors that are routinely employed at the facility e.g. cleaning, day to day maintenance and printing.

To promote these employment opportunities MEB will:

- Advertise all direct employment opportunities on its website ([www.mvv-environment.co.uk/careers](http://www.mvv-environment.co.uk/careers));
- Advertise all tenders on its website ([www.mvv-environment.co.uk/tenders](http://www.mvv-environment.co.uk/tenders)); and
- Ensure that direct vacancies are advertised through Jobcentre Plus (Department of Work and Pensions) and relevant employability partners.

MEB will also advise the Partner Councils in advance of direct vacancies, and where possible indirect vacancies to ensure these are shared. This will be reported using the Community Benefits Contract Service Phase Monitoring Form.

### 3.6 Living Wage



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MEB commits to paying the Real Living Wage as recognised by the Poverty Alliance to all staff directly employed at the RWT Facility. MEB will use reasonable endeavours to ensure that sub-contractors also commit to paying their staff the Real Living Wage and will require them to provide information for reporting purposes. This commitment includes adhering to the annual increase in November. It is worth noting that the Real Living Wage is different from the National Living Wage which replaced the Minimum Wage in April 2016. Payment of the Real Living Wage will be confirmed to the Partner Councils on request.

### 3.7 Work Experience Placements

MEB commits to offering at least two work experience placements per year throughout the Full Services Period for school-aged young people. Ideally, these will be a minimum of one from the Dundee City Council schools and a minimum of one from the Angus Council schools. We will also offer a work experience placement to an adult or young person participating in a recognised employability programme.

MEB's Community Liaison Manager will work with the Partner Councils Community Benefits Officers and Skills for Work Co-ordinators to identify suitable placements. Outcomes will be reported using the Community Benefits Contract Service Phase Monitoring Form.

All such placements are subject to appropriate Health and Safety processes and procedures per MVV's Work Experience & Internship Policy (BS.HR.01.07.S03), which is attached as [Appendix A](#) for reference.

## 4.0 Recruitment and Training

At MVV we know that our people are our greatest resource. Across our UK businesses we currently employ about 150 highly trained staff to operate, support and manage our waste treatment facilities.

For the operation and maintenance of our facilities, we always aim to recruit locally and offer a friendly and challenging work environment. We encourage innovation and personal development amongst our employees with regular training and advancement opportunities.

### 4.1 Recruitment procedure

MEB has a procedure setting out criteria for initial screening of candidates for employment and matching candidates to vacancies. This is set out in our IMS document, "Recruitment and Selection Policy" (BS.HR.02.S01) which is attached as [Appendix B](#) for reference.

### 4.2 Training

MEB operates a Training Policy for staff concerning the operation of the RWT Facility which is detailed in our IMS document, "Training Policy" (BS.HR.01.07.S01). This is attached as [Appendix C](#) for reference.



## Community Benefits Plan

### 5.0 Community and Awareness-Raising Activities

MEB will engage with the local community throughout the Full Services Period. MEB has a Community Liaison Manager (CLM) whose responsibilities include community engagement, education and raising awareness of environmental issues, including how the RWT Facility fits into the waste hierarchy.

#### 5.1 Awareness Raising/Curriculum Support

This section covers MEB's commitments to awareness-raising and curriculum support activities.

##### 5.1.1 Awareness-Raising Activities

MEB commits to organising and delivering a minimum of two activities per year (or 50 throughout the Full Services Period). Awareness-raising activities will include:

- Facility Launch Day;
- Site visits for a variety of audiences;
- Annual open day;
- Outreach presentations and workshops for schools, the local college and community groups;
- Membership of and participation in local networks;
- Attendance at community events; and
- Attendance at industry events.

MEB will report details of the activities listed above, including the number of participants, using the Community Benefits Contract Service Phase Monitoring Form.

##### 5.1.2 Community Liaison Group

MEB has a Community Liaison Group which is operated under a Good Neighbours' Charter. This sets out the objectives, remit, and operation of the Good Neighbours' Group. Meetings are held with the Group, as a minimum every four months, under the requirements of the Charter and Minutes are published on MEB's website [www.mvv-environment.co.uk/baldoviedownloads](http://www.mvv-environment.co.uk/baldoviedownloads).

##### 5.1.3 Website

MEB maintains active communication with relevant stakeholders by updating our facility-specific webpages, which include:

- Latest news items;
- Performance data, such as weekly stack emissions;



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- Links and downloads:
  - Facility newsletters;
  - Challenge Fund information and application form, see 5.4 below; and
  - Minutes and Charter for the Good Neighbours' Group
  - Sponsorship information and application form.

#### 5.1.4 Newsletters and Community Notices

Newsletters and other mailshots will be distributed to an appropriate mailing list within a 1km radius from DD4 0NS, covering topics such as operational performance and community engagement activities.

### 5.2 Environmental Awareness

MEB's Communications and Education Plan describes how we will support the Partner Councils key messages about sustainability and waste minimisation. MEB will deliver a minimum of 10 environmental awareness events each Contract year for the duration of the Full Services Period, these will be targeted at a variety of audiences including:

- Educational establishments;
- Community groups;
- Special interest groups; and
- Local businesses and SEOs.

For SMEs, SEOs, and Supported Businesses, we will also provide support and mentoring with waste legislation and environmental management. Environmental awareness activities will be developed in conjunction with the Partner Councils' waste education teams.

### 5.3 Curriculum Support

Links to sustainability and responsible waste management can be made across the Curriculum for Excellence. Details of how MEB will support this can be found in the Communications and Education Plan.

MEB will work with relevant officers from the Partner Councils to develop links with local schools, higher educational establishments, and relevant community groups to support the development of skills necessary for the operation and maintenance of the RWT Facility and Lines 1 and 2. The objective of such liaison will be to keep the Partner Councils informed of the range of skills required at the facility and to make productive links with relevant officers.

### 5.4 Challenge Fund

MEB has established and will continue to provide a Challenge Fund of up to £5,000 per year (indexed in line with Indexation Factor 2 as defined in Appendix 2 of Schedule

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Part 4 – Payment Mechanism). During the Full Services Period. Local schools can compete for this funding to support innovative projects related to engineering and/or waste reduction. MEB will manage the Challenge Fund in partnership with the Partner Councils. The judging panel will comprise representatives from MEB, Dundee City Council and Angus Council. An awards ceremony will be held each year in honour of the winners.

#### 5.5 Donation of Materials

MEB will encourage contractors carrying out maintenance work at the RWT Facility to be as efficient as possible in the purchase of materials and equipment, to minimise waste production and to maximise reuse on-site in the interests of sustainability. Where materials are identified as surplus to requirements, MEB will encourage our contractors to donate them to SEOs, Dundee and Angus College and other community groups.

Contractors will be encouraged to make use of the existing reuse facilities in place within each of the Partner Council areas, such as the Reuse Hub at Baldovie Recycling Centre, which operates in partnership with several third-sector organisations.

#### 6.0 Reporting to the Partner Councils

As part of the Monthly Service Report, the CLM will provide the Partner Councils with the following details:

1. All awareness-raising and environmental activities being undertaken in the reporting month;
2. All planned awareness-raising and environmental activities in the current month;
3. Awareness-raising and environmental activities scheduled for future months.
4. The total contractor spend and the amount and percentage of which is paid to local sub-contractors;
5. Goods and services procured from SEOs; and
6. A completed Community Benefits Contract Service Phase Monitoring Form.

#### 7.0 Annual Review

The CLM will review this Plan following the annual review of the Councils' Community Benefits Contractors Guidance and agree any amendments with the Partner Councils.

Following the annual review, any amendments to the Plan will be updated and reissued to the Partner Councils. This will also be reported in the Annual Services Report.



# Appendix D

## BS.HR.01.07.S03 Work Experience & Internship Policy I3 030523



HUMAN RESOURCES

# WORK EXPERIENCE AND INTERNSHIP POLICY

BS.HR.01.07.S03



INTEGRATED MANAGEMENT SYSTEM

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## WORK EXPERIENCE AND INTERNSHIP POLICY

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### 1. GENERAL PRINCIPLES

MVV is committed to supporting employment opportunities for local residents, students studying for academic qualifications related to our industry and young people looking to enter the labour market for the first time.

We recognise that by providing good quality work experience placements and internships, we will provide a meaningful experience which will improve the skills and employability of our target audience.

All interns and work experience participants should have a structured plan of activities to allow them to acquire new skills and to derive as much benefit from their time with MVV as possible.

This policy and associated documents for work experience and internships has been written in accordance with the CIPD Guide to Internships. It aims to ensure that MVV adopts and follows best practice at all times.

### 2. WORK EXPERIENCE PLACEMENTS

Work Experience Placements are generally offered for short periods of 1-2 weeks only and are aimed at school or college students. Within MVV, work experience placements are normally unpaid and the student is expected to 'shadow' or observe experienced personnel rather than carrying out specific tasks or projects.

Most work experience placements are arranged via a school or college. The education provider will have relevant forms, documents and procedures in place to ensure that good practice is followed particularly in areas such as safe-guarding, insurance etc.

If a work experience placement is being arranged with a formal education establishment, advice should be sought from the Head of HR and/or Community Liaison Manager to ensure that all legal requirements are being met.

### 3. INTERNSHIPS

An internship can last from 6 weeks to 12 months but is generally for a 3- month period. It can be based on a particular project and can be offered to under-graduate, graduate or post-graduate students during holiday periods or following completion of their academic studies.



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If an Intern is classed as a Worker, they are entitled to the National Minimum Wage. This applies if they do any actual work, rather than just shadowing or observing. MVV Environment is a Living Wage employer. Accordingly, all Interns will be paid at the applicable 'Real' Living Wage rate (currently £10.90 per hour – October 2022). This rate will apply to all interns irrespective of their actual age.

Interns therefore are paid on the basis of hours worked each month and will be required to complete a timesheet to show the total hours worked. Interns must only work during the daytime period and should not exceed 40 hours work per week. Overtime is not payable to interns under any circumstances.

All interns will be paid through payroll and will receive payments monthly in arrears. They will not be included in headcount statistics for reporting purposes.

All interns will be required to sign an Internship Agreement setting out the main terms and conditions of their engagement. They will also need to supply certain personal and bank information. This will be collected by the Administration Manager on the intern's first day at work.

The main purpose of an internship is to provide the individual with a structured, meaningful experience which will enhance their skills and future employability. All internships must have a work plan and learning objectives so that their effectiveness can be monitored and measured.

There must also be a valid business reason for recruiting and employing an intern. All proposed internships must be approved by the relevant Facility Manager and/or Managing Director before the placement can begin.

### 4. RECRUITMENT AND INDUCTION OF INTERNS

Potential internship opportunities can be advertised internally within MVV, on our website, on University Jobs boards, other recruitment platforms (e.g. Indeed) and via social media. As with recruiting employees, there are a number of legal considerations to be made prior to posting an advert. Therefore, all adverts must be approved by the Head of HR before they are posted.

Adverts for internships should show the expected duration of the placement, main tasks and duties and what prior qualifications and skills are required. It should also be made clear whether the internship could develop into a permanent role or not.



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Interns should be recruited in the same way as other employees, although consideration should be given to their lack of previous work and/or industry experience. Interview questions should focus on employability skills (team-working, communication, problem-solving) rather than qualification and technical requirements.

Preparations should be made for the arrival of the new intern well in advance. For example, arrangements should be made to provide desk, IT equipment, uniform, PPE and locker etc. Managers should work with the IT and HR & Admin teams to ensure that all necessary actions are taken.

Starting a new job can be a demanding and sometimes stressful experience. There is the challenge of tackling new tasks but also the need to become accustomed to a new organisation, a new environment and new colleagues. Many interns will be experiencing this situation for the first time and it is important to support them during this period and to help them become fully integrated into the Company as quickly and as easily as possible. It may be appropriate to appoint a fellow employee or team member as a mentor to assist the new intern to settle in quickly.

The existing MNV Induction Programme checklists can also be used for interns and will help to structure activities during their first few weeks.

### 5. TRAINING / WORK PLAN AND OBJECTIVES

Interns should be given as much responsibility and diversity in their work as possible commensurate with their experience and abilities. This will allow them to use their skills and ideas to contribute to the business and provide them with opportunities for personal and professional development.

Interns may be engaged to carry out a specific project or to work within a particular team or department. It may also be possible to utilise an intern across more than one business area to give them exposure to a wider range of opportunities.

If an intern is working for more than one team or department, it is even more important that they have a structured work plan with clear objectives and time allocations. They should also be allocated a single Company contact or supervisor, who will assume responsibility for them even if they are being deployed in different areas of the business.



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A work or training plan does not have to be a static document and can be updated as the internship progresses. However, it should show what goals and objectives are expected and how these will be achieved.

### 6. SUPERVISION

It is good practice to assign an experienced employee to act as mentor or advocate to the intern throughout their time with MNV. This person can provide ongoing feedback to the intern and the business and can work with the intern to ensure they gain maximum benefit from their internship.

A key aspect of this role is to provide regular performance reviews and to discuss these in the context of the intern's overall career plan and future ambitions. Regular performance review meetings, however informal, are an essential component of a successful internship.

This approach can also offer career and/or personal development opportunities for the employee and allow them an opportunity to experience people management in a practical hands-on way.

### 7. REFERENCES AND FEEDBACK

Towards the end of each internship, it is good practice to conduct a final review meeting with the intern to discuss what they have learned or achieved, how well they have met objectives and how much the internship has contributed to their preparation for future employment. This meeting should be conducted by the line manager with the intern's mentor or supervisor in attendance.

It is also good practice for the intern to be provided with a reference letter at the end of the internship. This should detail the work or project(s) undertaken, skills and experience acquired and what the intern has learned and achieved during their time with MNV.

Finally, each intern should be offered an exit interview with the Head of HR to allow them to give feedback on their internship programme and to suggest any improvements which may be relevant.



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### 8. REVISION HISTORY

Revision Date	Issue	Approved by:	Signature	Summary of changes	Affected pages
19.12.19	01	P. Carey	<i>P. Carey</i>	Issue of new document.	All
18.08.22	02	P. Carey	<i>P. Carey</i>	Restructure of the HR Process on the IMS resultant in new reference number	All
03.05.23	03	Head of HR	<i>S. McLulich</i>	Update of RLW rate	4



# Appendix E Accredited Living Wage Employer



# THE LIVING WAGE

And what it means for you

We are one of over **14,000** employers across the UK who have proudly committed to pay a real Living Wage to our staff, independently calculated to be enough for employees and their families to live on.

In line with guidance from the Living Wage Foundation, all employers are asked to put this increased hourly rate in place as soon as possible before **1st May 2024**.



Over **460,000** people have had a **pay rise** because they earn the real Living Wage

**14,000** employers pay their staff the real Living Wage



**citizens**uk

**Want to know more?**

Visit [www.livingwage.org.uk](http://www.livingwage.org.uk) to find out everything you need to know about the rates and who pays the real Living Wage.

You can even search an online map of all the Living Wage Employers in the country.

@LivingWageUK | #LivingWage



## Appendix F Post submission comments

Consultee name	Organisation	Role	Comments	Developer response
<b>Mark Walker</b>	Norfolk County Council	Planning/ Skills Policy Manager	Could (under apprenticeships) 'Inspire Norfolk' be replaced by 'Apprenticeships Norfolk' please. We're not convinced the former is still active whereas the latter is the recognised county mechanism.	Yes – updated in document version 1.1
<b>David Rowen</b>	Fenland District Council	Development Manager	<p>We note and welcome that the strategy will evolve over time and that there will be further opportunities to input into it. We find the strategy to be comprehensive and well thought through.</p> <p>We do have some comments at this point:</p> <ol style="list-style-type: none"> <li>1. Wisbech and surrounds comprises diverse communities some with English as a second language. We recommend that communications regarding the employment and supplier opportunities reflect the diverse communities locally and also that use is made of local organisations and community networks such as the Rosmini Centre in Wisbech.</li> <li>2. The Council's Economic Growth Team would want to be pro-actively involved in the implementation of the strategy through for example the communication of supplier opportunities to Fenland businesses.</li> <li>3. Support for skills development pg 17 - The Developer will explore opportunities to work</li> </ol>	<p>Comments noted and appreciated.</p> <ol style="list-style-type: none"> <li>1. See additional wording in 'targeted support' bullet point on page 22 and 'local employment' bullet on page 24</li> <li>2. See additional wording (two new paragraphs) in 'local employment' bullet on page 24 and 'supply chain' on page 27</li> <li>3. Page 17 refers to initiatives already in place at our existing Facilities – see additional text on page 23 (support for skills, third paragraph of bullet point)</li> <li>4. This would be covered by the Staff Travel Plan, which includes sustainable travel and public transport measures (see also 5.1.9)</li> </ol>





Consultee name	Organisation	Role	Comments	Developer response
			<p>with the New Anglia Growth Hub, the Norfolk Careers Hub and Job Centre Plus to understand any skills gaps that exist in the local area. – The Developer should also include CPCA Skills and FDC Economic Growth Team to identify skills gaps</p> <ol style="list-style-type: none"> <li>To maximise the reach of the job opportunities, consideration could be given to public transport support or private hire transport from local villages/towns to site</li> <li>Could consideration be given to recruiting and training long term unemployed residents, especially for people with disabilities?</li> </ol>	<ol style="list-style-type: none"> <li>Added to 'targeted support' on page 22</li> </ol>
Carl Suckling	CCC	Communities	<p>I have spotted an error regarding 1.4 on the contents page and within the body of the text, it states employment and skill strategy rather than skills. Additionally, within section 2 Relevant National and Local Policies section, it refers to the Long-Term Plan for Towns initiative (which I suggested inclusion of originally), my understanding is that this has been suspended by the new government and a further announcement will be made in the budget at the end of the month.</p>	<p>Typo corrected</p> <p>As this hasn't been updated or replaced yet (and certainly at the time of submission) and Wisbech has funding under the scheme as well as a Town Board, I have left it as it is for now – we should keep it in mind for the first annual review.</p>
Phil Tomlin	CCC	Waste	<p><i>MVV say: At MVV's Plymouth facility, the staff have worked with the local councils to develop a scheme for delivering key waste minimisation and sustainability messages to schools and wider audiences.</i></p>	<p>This is excellent news and we would be delighted to work with CCC to develop consistent and meaningful programmes and resources.</p> <p>Wording incorporated into the 'waste education' section at 5.1.4</p>



Consultee name	Organisation	Role	Comments	Developer response
			<p>Cambridgeshire County Council, (CCC) have an established outreach waste education programme which we deliver across Cambridgeshire. Our waste education officer is based at our Education Centre in Waterbeach. We would seek to work with MVV to develop joint waste minimisation education programmes for our residents across the county.</p> <p>Section 5.1.4:  <i>MVV say: A waste education programme for primary and secondary schools including site tours for a wide range of students and community groups, with a focus on the waste hierarchy. The content will be developed in conjunction with Town, District and County Councils to support their waste minimisation messages; it will be flexible so as to fit alongside topics and curriculum areas that suit local schools.</i></p> <p>CCC would also suggest that this waste education programme be expanded to include all community groups, parish councils, uniformed groups etc so that key messages about energy from waste technology can be disseminated to all sections of the community. Currently CCC provide waste education across all these sectors.</p>	<p>It is the intention for this to be fully inclusive of any and all groups – regardless of age, background, affiliation etc...</p> <p>Additional wording incorporated at 5.1.4, 'waste education' bullet point</p>
Alexis McLeod	CPCA	Senior Programme Manger	<ul style="list-style-type: none"> <li>2019 CPCA skills framework cited as reference, please note this was superseded by the Employment and Skills strategy 2022</li> <li>Understand the purpose of the document is defining approach however is feels lacking in</li> </ul>	<p>Updated at paragraph 2.1.1 and footnote 12</p> <p>MVV arranged meetings during the consultation period and following the granting of the Order; the purpose of these was to add detail to the document. CPCA were invited and the draft document was circulated for further</p>



Consultee name	Organisation	Role	Comments	Developer response
			<p>specifics that would give the document a greater sense of credibility</p> <ul style="list-style-type: none"> <li>• CPCA not identified within the Stakeholder Consultation plan, and I note not contributed to the development of the strategy</li> <li>• Section 5 ‘developers commitment’ doesn’t address consultation themes outlined in 3.1.6 in a specific and detailed way</li> <li>• Strategy lacks a purposeful plan around school engagement, disappointing to not see a specific or detailed commitment to providing either a number of Enterprise Advisers, or hours in schools. Ideally would have liked to see them becoming a Cornerstone Employer and to undertaking the CEC Employer Standards Assessment.</li> </ul> <p>Disappointing to see a lack of reference to or plan to engage with the Cambridgeshire Careers hub team that can provide linkages into schools and colleges. Strategy only references plans to engage through Norfolk team which do not have relationships across the boarders</p>	<p>comment. An annual review has been written into the document to capture any future input and/or initiatives that may come forward.</p> <p>Please see signposting note below this table and change of paragraph number (now 3.1.7) School engagement has been updated to align with CCC’s current offer. The Developer is in the process of recruiting a dedicated (full-time) Community Liaison Manager who will deliver waste, resource and STEM education activities – we would be happy to consider a firm commitment to hours spent in/with schools, based on our experience, but this is always subject to the willingness and ability of schools to engage.</p> <p>This is the first we have heard of Enterprise Advisers, Cornerstone Employers and the CEC Employer Standards Assessment. The Developer would be happy to explore any and all opportunities to engage with existing schemes.</p> <p>Please note that Norfolk County Council were the only Authority to provide detailed information about their careers hub and offer their cooperation. As CCC have not (yet) requested inclusion of their careers hub, we are reluctant to name them specifically at this stage.</p>



Consultee name	Organisation	Role	Comments	Developer response
<b>Niamh Matthews</b>	GCP	Head of Strategy and Programme	No comments	-
<b>Deborah Jeakins</b>	Cambridgeshire County Council	Manager, County Planning, Minerals and Waste	1.4.4 – “an annual report will be undertaken” - who will be submitted to, when will it be submitted each year, what will it focus on?	<p>Paragraph 1.4.4 refers to the annual review, rather than the annual report. The proposed reporting requirement is referred to in paragraphs 5.1.2 (monitor and provide data to the HLAs as required) and 5.1.3 (summary report against the bullet points at 5.1.4, at least 10 working days in advance of the annual review).</p> <p>Please see additional wording at 1.4.4 and new section added at <b>5.2</b> to cover monitoring and reporting.</p>
<b>Deborah Jeakins</b>	Cambridgeshire County Council	Manager, County Planning, Minerals and Waste	4.4 – what form will the review take and who approve changes? Who has it been ‘agreed’ with? Being open ended in this way allows you to reduce the plan each review and although I know you don’t plan to, we need some oversight or a mechanism in place to prevent this. See below* for suggested approach.	<p>This was agreed by the HLAs during the meeting held on 9<sup>th</sup> July 2024 and the Developer would propose including/inviting the same representatives from the HLAs to the annual review.</p> <p>New section added at Section 5.2 to cover monitoring and reporting.</p> <p>Any revisions to the Strategy, following each annual review, would be ‘seen and approved by the HLAs’ as suggested in your comments below.</p>



Consultee name	Organisation	Role	Comments	Developer response
				Column added to revision table at Section 6 identifying CCC as the approver of future updates.
<b>Deborah Jeakins</b>	Cambridgeshire County Council	Manager, County Planning, Minerals and Waste	5.1.4 ' <i>In line with CCC's current offer across a range of sectors, the developer will</i> ' first part does not make sense?	This was added at the request of CCC to clarify that the educational offer is fully inclusive of all ages and groups – paragraph reworded for clarity.
<b>Deborah Jeakins</b>	Cambridgeshire County Council	Manager, County Planning, Minerals and Waste	5.1.9 – “The developer is committed to working with local organisations to support the delivery...” – The outline strategy details the organisations they will work with, the updated strategy doesn't.	<p>The Developer has been informed (during the recent consultation exercise) that the New Anglia LEP – mentioned in the Outline Strategy – has now been integrated into respective County Councils. The section on 'Support for Skills Development' has been expanded to include the specific (and current) opportunities and providers identified.</p> <p>This reinforces the need to review and update this E&amp;S Strategy regularly, in order to maintain its relevance.</p> <p>If a specific organisation has been missed out, then please identify them and we will be happy to include/name them.</p>
<b>Deborah Jeakins</b>	Cambridgeshire County Council	Manager, County Planning,	How / where are internships advertised?	The Developer has a careers section on their corporate website, where opportunities are advertised when they specifically arise – this



Consultee name	Organisation	Role	Comments	Developer response
		Minerals and Waste		could be extended to advertising at the local Colleges/Universities.  See additional wording added to the Internship bullet point at paragraph 5.1.4.
Deborah Jeakins	Cambridgeshire County Council	Manager, County Planning, Minerals and Waste	At Section 6 – *suggest column for revisions seen and approved by HLAs	Agree – column added to revision table.
Deborah Jeakins	Cambridgeshire County Council	Manager, County Planning, Minerals and Waste	Pages 28 onwards – Local Employment scheme – the headers still refer to this being the ‘Outline’ scheme, as do all the other appendices	Headers and footers updated.

### Signposting note

In response to CPCA bullet point 4 (Section 5 ‘developers commitment’ doesn’t address consultation themes outlined in 3.1.6 in a specific and detailed way)

Consultation theme	Location in Section 5
<b>Support for functional skills development and inclusion of these as equivalent qualifications for operational roles</b>	See <b>Table 5.1</b> , where ‘GCSE English and Maths’ include ‘(or equivalent functional skills)’ or equivalent’ was added following consultation and ‘functional skills’ has now been added as well to clarify – this applies to the Waste Acceptance and Supervisor roles only as other positions require higher level qualifications.



Consultation theme	Location in Section 5
	Paragraph 5.1.4, 7 <sup>th</sup> bullet point, has also been amended to refer to 'functional skills' rather than 'basic skills'.
<b>Specific support for disadvantaged/marginalised groups, e.g. those not in employment education or training (NEETs), young people in/from care</b>	See paragraph 5.1.4, 3 <sup>rd</sup> bullet point – <b>Targeted support</b> . This section has also been expanded to include EAL and alternative routes into employment.
<b>Guest speakers for all age groups and settings, such as schools, colleges, universities, community and technical audiences</b>	Bullet point 2 at paragraph 5.1.4 is specific to Higher Education establishments. Guest speakers are also part of the offer at bullet points 5 ( <b>STEM support</b> ) and 6 ( <b>careers and skills events</b> ) – we are fully inclusive so please suggest your preferred wording if we haven't captured this specific request.
<b>Developing links with local careers hubs, support agencies and supply chain initiatives (e.g. @onealliance)</b>	Bullet point 7 at paragraph 5.1.4 refers to careers hubs and now includes CPCA Skills, at the request of FDC. All such initiatives will be dependent upon engagement from the organisations named; this will be monitored and reviewed annually during the construction period. The Developer will continue to seek and identify additional opportunities as the development progresses.
Consultation theme	Location in Section 5

