

7.1 Community Engagement Plan

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1 Introduction

Pulse Regeneration was appointed by Kier Construction to act as the Community Engagement Champion on the Joint Control Centre (JCC) project in Sefton. During the pre-construction period this role has included consultation with key partners in order to develop a community engagement plan for the project to ensure that the local and wider community within Sefton benefits from the scheme in the longer term. The role of the Community Engagement Champion in the future will be to work as part of the JCC delivery team to implement the actions set out in this plan, to measure and monitor progress of the actions, and to report back to the two authorities.

The objective of this report is to therefore to provide a community engagement plan for the JCC project in Sefton. The plan gives an overview of the community engagement actions throughout the pre-construction phase, in order to develop the plan for the construction phase of the development.

The approach has included meetings with representatives of Merseyside Fire and Rescue Service (MFRS) and Merseyside Police to discuss the actions for community engagement. In the development of this plan local policies and strategies have also been referenced, for example the Sefton Statement of Community Involvement and the City Employment Strategy for Merseyside, in order to align the outcomes in the community engagement plan.

2 Background to the JCC

The Joint Control Centre (JCC) Project has been approved by both Merseyside Police Authority and MFRS. The JCC project has a capital cost of £6.6 million to provide a command and control centre, in order to provide a better service to the public. The JCC is due to start with enabling works on site in December 2012, with completion expected by December 2013.

Both the Police and Fire authorities have agreed to the development, which will be part refurbishment and part new build of the current Fire Service Headquarters in Bridle Road, Bootle. The two authorities will co-locate their control room functions thus providing a more efficient and effective service to

the public. The JCC will provide the opportunity for both authorities to improve the mobilising and control functions. The JCC is not an operational Police Station and Police patrols will continue to be deployed from existing local Police stations.

The development of the JCC on the site will not have any associated risks in this location. The JCC will ensure that jobs within both authorities are retained on Merseyside by the development of a new joint call handling and dispatch centre for both police and fire.

2.1 Project Partners

The JCC will contain space for the headquarters of MFRS, including conference space, and space for Merseyside Police. The co-location of MFRS and Merseyside Police will enable savings on running costs for both authorities. Both authorities have been involved with the development of plans for the site. Merseyside Police in particular has to adhere to Home Office guidance that dictates any Police building must have sufficient target hardening and additional security measures.

2.2 JCC Team

The team from Kier has co-located with MFRS at offices in Vestry Road opposite the site during the pre-construction and detailed design phase of the project in order to ensure that key decisions were made quickly and ensure that the timescales for delivery are adhered to.

2.3 Wider Strategies

Through this project there are a number of local issues to be aware of in the development of community engagement proposals and the delivery of the plans during the construction phase, which have helped in the development of the community engagement plan, as detailed below.

2.3.1 Our Sefton, Our Future – Sefton Council Core Strategy

The Sefton Core Strategy identifies a number of key issues to focus on, alongside the development of a vision of how Sefton should look in 2028. To support the vision there are a set of overall aims and objectives to assist with delivery. In summary the aims that are relevant to the development of the JCC include:

- Sefton becomes a more sustainable place, including the regeneration of Bootle, in order to improve the lives of residents and provide better prospects. The JCC project will seek to address this aim through the development of sustainable employment opportunities and in particular, developing the capacity of local sub contractors as part of the supply chain (See section 5 below for proposals).
- Residents in Sefton are able to enjoy healthier lifestyles as a result of safer neighbourhoods and better access to services. Both Merseyside Police and MFRS have decided to base the JCC operation in Sefton in order to improve service delivery across Merseyside. There will also be the added benefit (as noted by a local resident) in having a Police presence in the area thus improving perceptions of community safety.

The objectives of the Core Strategy that are relevant to the JCC project include:

- To promote a wider based economy in terms of job type, skills and the local labour supply; support existing businesses, small start-up businesses and new business opportunities. In particular this relates to the development of the supply chain and the mentoring of small businesses to become ready to take up new opportunities and grow (See section 5 below for proposals).
- To mitigate and adapt to the effects of climate change, to encourage the re-use of resources, land and buildings to reduce Sefton's carbon footprint. The JCC project is aiming for a good, environmental sustainability, for example reduction of waste, reduction of CO2 emissions and improving existing services and capturing data.

In terms of the specific issues that affect Bootle and Seaforth, levels of deprivation and unemployment are higher than the borough average. Twice as many people are out of work in Bootle (32%) compared to the Sefton average, with two-thirds of jobs in Bootle taken by people who live out of South Sefton. The levels of deprivation in Bootle are twice the Sefton average which includes unemployment, income and life expectancy, with youth unemployment a particular issue. Initiatives to tackle unemployment and improve access to jobs and training for local people are therefore important in ensuring long term outcomes for the community in the area.

See the Action Plan in section 8 for details of reporting on the aims of the Core Strategy.

2.3.2 City Region Employment Strategy

Sefton as a Borough has signed up to the Liverpool City Region Employment Strategy. Together with the drive to create stronger businesses and improve the local economy, the strategy also includes details related to opportunities from the European Social Fund (ESF) to support businesses to take on apprentices. The JCC link in terms of the strategy is through agencies such as Sefton@Work, and ensuring that we help to develop the capacity of our supply chain in order to help them to access the support of programmes such as the Merseyside Apprenticeship Programme.

We recognise that local to the JCC project there are areas of high unemployment, for example the level of young people considered not in employment, education or training (NEET) is lower than the national average in Sefton as a whole, but this figure increases within the Bootle area. Various agencies are tasked with reducing unemployment, for example the locally based Sefton@Work team advertises vacancies for apprentices, with over 400 young people in Sefton that want to access apprenticeship opportunities. Through Sefton@Work there is access to free/ subsidised training and potential wage subsidies of up to £3,000 (linked to the Apprenticeship Programme). The JCC team will link with Sefton@Work to advertise employment opportunities on the scheme, and support locally based sub-contractors to build their capacity to be in a position to employ apprentices.

This will ensure that the project has a lasting legacy in terms of skills and employment opportunities.

3 Pre-Construction Phase

In order to assist the development of the community engagement plan meetings have taken place with representatives from both authorities. This has included the MFRS Director of Strategic Planning, a presentation to the Sefton Command Team (postponed but due at the start of December 2012), liaison with the Neighbourhood Policing Team, Merseyside Police Youth Engagement Unit, build Sefton, Sefton @ Work and the wider JCC team to ensure that the project is consulting with the right groups throughout both the pre-construction and construction phases of development.

3.1 Planning Consultation

In relation to the development of the JCC plans in line with the planning submission, a public consultation meeting was held at the existing MFRS HQ building on Bridle Road. The public consultation was intended to show local residents and business representatives the plans for the development of the site, without showing the detail of the internal layouts. The meeting held in late August 2012 invited 300 local residents and local businesses in the surrounding area. The invite was by letter from the project team (led by Kier), including both authorities. At this initial meeting there was only one attendee from the local area, however feedback was positive, with the resident noting that they were pleased to have a Police presence in the area through the JCC development. This meeting was held before the plans were submitted to Sefton Council for planning permission, with confidentiality maintained by not listing the internal details of the building. As well as this meeting, there have been meetings between the design team and the planners at Sefton Council related to the submission of the planning application for the JCC.

In order to inform future meetings and any concerns that local people may have about the operation of the facility, a list of frequently asked questions has been developed and answered at this stage by Merseyside Police. There will be limited change to the operation of the site from MFRS therefore the

impact from their work will be less on the surrounding area. The questions will be updated as the project develops and disseminated through existing networks and community groups in the area.

3.2 Community Involvement

In order to ensure that the local community are kept fully informed about the project, the Sefton Statement of Community Involvement has been reviewed and will be referred to throughout the project in terms of community involvement, as detailed below.

The Sefton Statement of Community Involvement was developed in 2011 in order to ensure that local people have a say in planning issues. The statement recommends that there needs to be greater involvement of people that do not usually comment on issues, and how to include people at an earlier stage of development. In terms of the JCC, community involvement in the pre-construction phase has happened through open meetings with local people during the planning application development phase. The meetings were to ensure that local people living and working close to the site had a chance to see the plans developing, especially in relation to issues such as building heights, frontage, location of parking entrances and ask questions about operation.

The evidence and feedback received through the consultation events was included in the ongoing development of the plans. The plans for the JCC needed to reflect the design/ site constraints alongside the requirements from the Home Office, Merseyside Police and MFRS for the design and development of the JCC, including target hardening proposals.

In terms of community involvement going forward, throughout the construction phase local councillors will be kept up to date with the plans for the JCC. This will include attending meetings of the local Area Committee, in this case St Oswald and Netherton and Orrell. Attendance at these meetings will enable feedback on the progress of the project to local residents, external agencies and councillors. There will also be liaison when needed with the Officers within the Neighbourhoods Division within Sefton Council that have a

focus on Area Management within the Council and with partner organisations, using the Officers as a link with the local community where needed.

3.3 Authority Consultation

From both authorities meetings have been held with key staff within the teams affected by the plans for the JCC. A presentation is planned for the Sefton Command Team for Merseyside Police in early December 2012, and there will be ongoing liaison with the Neighbourhood Policing Team for Sefton and the immediate Netherton and Orrell areas, and links to be made with the local councillors that represent the area.

Merseyside Police has developed a communications strategy for their staff that will include progress updates on the development of the project throughout the construction process. Within Merseyside police the Media Officer working on the JCC is Simon Wood, who will be updating information on the Police Intranet, as fed back by the JCC team.

In terms of the information disseminated to staff within MFRS, this will be through meetings with key staff. There will also be information disseminated to staff affected by the changes at the existing HQ building. MFRS has an external communications plan, but this is mainly related to wider budget decisions within the Authority.

4 Construction Phase

4.1 Ongoing Community Consultation

In line with the Sefton Involvement Strategy and in consultation with the project partners, we will develop newsletters to update the local community on the progress of the project during the construction phase. In line with both authorities own communications strategies this will be branded with partner logos and be disseminated through existing networks, for example the Merseyside Fire Support Network and Merseyside Police KINs local to Sefton, which can help with local information and feedback. We will also ensure that the staff within both authorities are kept up to date about the construction

process, and would suggest holding a wider staff/ team meeting quarterly where any concerns can be raised and addressed.

We will write press releases about the project, with full sign off by both authorities at regular intervals throughout the construction phase. We will also develop text for newsletters for direct delivery to the nearby residents; set up an accessible web portal with updated frequently asked questions and/ or direct phone line so that local residents have a contact point for any issues. The information disseminated will set out how the site will cause minimal disruption; construction noise will be limited to daytime hours; deliveries planned so that peak travel times are avoided and do not disrupt traffic flow in the area; and the timescales for the completion of the work. We will also use the opportunity to report back to local people about the plans for employing local labour and apprentices on the site, how the co-location of both authorities will help with cost savings and efficiencies.

In order to engage with the wider community we will report to the KINs and the Community Advisory Group Structures, as well as reporting to local councillors on progress of the project. We suggest ongoing evening meetings, starting off monthly, then quarterly, inviting local residents and local businesses to keep them up to date with progress, how traffic is being managed, for example the details of the site traffic management plan and limited disruption through controlled parking etc. At the bi-weekly JCC project team meetings feedback any concerns highlighted by local people and assign responsibilities for addressing these.

There is potential to link the information collation and dissemination with the community projects, for example training local community members or young people in the use of social media to create blogs and upload on to local community websites, or be publicised through social networking sites. This would need to be managed with the approval of both authorities, but would provide a good engagement tool, with the potential to involve local schools in the project through the process.

In order to ensure that we involve local young people in the project we will make use of the hoardings around the site. Linking with Merseyside Police Youth Engagement Unit and MFRS Youth Engagement Team we will develop a

competition with local school children for the design of the hoardings. It is noted that any design will also need to carry the logos of both authorities and be subject to sign off.

The JCC site is close to the Savio Salesian College, which is a specialist Business and Enterprise College. The College has an existing relationship with Barclays, with staff attending assemblies and supporting projects. There is potential to develop a small mentoring project to support pupils with their future career choices, for example giving a talk on the different elements involved in a construction project of this nature, i.e. project management, commercial management, planning and design, M&E, sustainability and community engagement. There is also potential linking to local schools, Hugh Baird College and through Sefton@Work to provide workshops in skills development, for example interview techniques.

5 Supply Chain / Local Employment

5.1 Project Target – Work towards the target of 90% of local employment, i.e. from the Merseyside area.

A Meet the Buyer day was held in October 2012, which attracted 97 attendees, many of whom were from the Merseyside area and not yet suppliers for Kier. We therefore have the opportunity to build on the existing, established supply chain to ensure that we meet our target of 90% local employment on the JCC project.

In order to ensure that this target is met we will link with local agencies, including Sefton @ Work (and have discussed the listing of opportunities and marketing with the team). The Sefton@Work team can coordinate the advertising of employment opportunities for the project, including:

- The recruitment process, and promoting apprenticeships
- Pre-screening candidates, including supporting interviews and providing rooms for interview within Bootle and Netherton
- Pre-employment training programmes for applicants

- Information on funding and support available from partners, for example grants linked to apprentice employment

The Seton@Work team need employers to be able to provide feedback on both successful and unsuccessful candidates to help with future support, as well as completion of monitoring and evaluation documentation for their records and to ensure continuous employment. The Kier team can assist with this aspect for subcontractors within the supply chain that do not have the capacity to complete monitoring activity. This will also contribute to recording and evidencing the local employment to meet the target of 90%.

Following the Meet the Buyer day, and when further developing the supply chain we will record the location of each subcontractor, map this information and develop a database for the project. This will be linked to the vetting process for subcontractors, and in particular will include collecting and recording data on each of the operatives on the site, including:

- Home address
- Distance travelled to work each day
- Mode of travel (i.e. own car, car share or public transport)
- Employment history (i.e. if started new employment as a result of this project)
- Local spend (average spend per day and which outlets visited)
- Skill level and any requirement for further development

We will report on the data collected in order to record progress against the 90% target of supply chain and local labour from a Merseyside postcode, and 50% from a Sefton postcode. This will be reported regularly to the JCC project team, and through attendance at quarterly meetings of local councillors and networks etc.

We know that Build Sefton has recently been funded to provide support through ERDF programme to develop skills and capacity within the construction industry. This will include business support following the completion of a business diagnostic with the contractor to identify areas of support for improvement. This could include support around areas such as marketing, tender support, social media etc. Build Sefton is developing an events programme due to launch in 2013 following their Construction Conference in March 2013, which will be tailored to local contractors needs. If a contractor is identified as needing growth support, 12-hours of business support can be provided through the ERDF funded programme. Following this contractors are signposted to partners such as Construction Skills.

We will signpost sub-contractors to this programme, as well as providing assistance to develop the supply chain in terms of capacity and ability to bid for future contracting opportunities. Research undertaken with small businesses has found that there are a number of areas of support that could assist with growth:

- Financial management and budgeting
- Project Management
- HR
- IT
- Developing new areas of business and mentoring to support growth
- Health and safety training in line with the requirements for a safe and healthy work environment
- Policies including Health and Safety and Equal Opportunities Policies / Documents

We will develop an employer engagement plan with our subcontractors in order to measure the local labour employed, as well as monitor access to programmes such as build Sefton's Construction Business Support. We will

identify two subcontractors to work with to develop skills and capacity, mapping the journey undertaken, for example measurement for this would be either a distance travelled exercise against the start position for example listing on supply chains, policies and procedures in place, turnover, number of employees etc. and then measure this following the mentoring support.

The JCC project will ensure that it continuously measures and monitors the impact on those working on the project and the local area. The following measurements will be collected throughout the construction process. Consultation with Merseyside Police found that on certain youth based projects for every £1 that is invested in delivery £20 is saved. We will measure and record the savings through this project, including:

- Digitally mapping the local supply chain at the start and end of the construction period
 - Map the levels of local employment now in the area and do this again in a year
 - Record how are operatives travelling to the site each day – if this is by public transport map the carbon footprint and also the local spend on public transport
 - Within local shops ask the owners about trade before the project starts on site – i.e. to look at increases in turnover as a result of more people working in the area
 - Produce a local directory for shops for contractors on site to use
 - Map where the products have come from as well – how far have they travelled, could any component parts be brought in from closer, how to develop further links in the future.
- We will publicise this information in the quarterly newsletters and during meetings held locally. All of the information will be shown in an end of project report, which will be disseminated through local networks.

6 Apprentices Opportunities

6.1 Target – ‘Recruiting six local apprentices to work upon the JCC Project’

We want the construction of the JCC project to leave a lasting legacy in the area and impact on unemployment levels. We know that there is a particular issue with youth unemployment in the area and charities such as the Princes Trust work with local partners to address the issue. We will link with the delivery of the Princes Trust programme by MFRS in the area by offering 2-week work experience placements through the project to two young people attending the 12-week course in the area.

In terms of recruiting apprentices to work on the scheme, Kier as part of the wider JCC team will work with the sub contractors to scope out the apprenticeship opportunities through the construction phase, including the recruitment of one apprentice employed through the Kier Construction Team Leader (KCTL) apprenticeship. The agency Sefton@ Work that operates in the area has a database of young people that want to access apprenticeships, as does North West Training Council (NWTC). Opportunities will be advertised through both agencies and Hugh Baird College.

The apprenticeships offered will ensure that young people develop skills for future employment. The aim will be to develop the supply chain to ensure that the apprentices remain employed, creating long terms sustainable employment in the area. We will record the journey of the apprentices through the measurement of outcomes, for example:

- Improved confidence – Establishing the starting levels of confidence and skills, and then measuring this at points throughout the apprenticeship period through face to face interviews.
- Supporting the reduction in the number of NEETs – In the area at present there are issues of young people considered not in employment, education or training (NEET). We will establish as part of the mapping at the start of the construction phase how many new employees were considered NEET. We will also contribute to the

- Improvements in skills and job readiness – Through research undertaken for the Liverpool City Employment Strategy issues highlighted included job readiness, attitude to work and lack of motivation etc. we will measure improvements in skills as a result of the project.

We will collect the information on the above, reporting quarterly and at the end of the project on the target. We will develop a social return on investment calculation on the apprenticeship opportunities developed as part of the project, which will be included within the end of project report.

7 Community Projects

7.1 Project Target – ‘Making a difference in the Bootle area’

Throughout the course of the construction phase we will undertake various projects in the local area including:

- Supporting the refurbishment of the Christ Church Youth and Community Centre, and measuring the difference made to the organisation by this intervention. We will assess the needs of the centre in terms of refurbishment, as well as other needs, for example help with marketing and publicity etc. We will develop a plan for the refurbishment project and any other support, ensuing delivery by the end of the construction period. A review will be undertaken with the Centre Manager following the work and support to assess the difference made, for example has this helped with increasing room hire, positive comments made by people hiring the space etc. We will also use links with the centre to undertake youth engagement activities.
- We will also publicise the Kier Foundation grants that are available, supporting organisations in developing their capacity to bid for the grants. Our Community Engagement Champion has a number of years’ experience of working with community groups to bid for funding support and can act as a ‘critical friend’ in the development of selected local community based organisations.

As the construction progresses other projects we will continue to identify other projects that could be supported, for example linked to the three outcomes such as social, environmental and economic sustainability. We will visit one primary and one secondary school in the area to discuss the project, utilising links with the youth engagement unit in Merseyside Police who have a programme of talks in schools, and MFRS community team.

8 Key Actions

Below are the actions required to deliver the community engagement plan over the following 12 months, in particular during the construction phase:

Wider Strategies

- Quarterly – Review progress with JCC team on the aims/ objectives of Sefton’s Core Strategy and City Employment Strategy (part of the overall employment opportunities review)
- December 2012 and December 2013 – monitor numbers of apprentices employed by the supply chain, those taking up opportunities such as access to grants and training, and report at end of the period

Ongoing Community Consultation

- December 2012 – Set up of web portal/ email address and phone number, details of which can be disseminated to local residents to contact with any queries or concerns over the construction period
- Ongoing – Update the list of frequently asked questions and disseminate the results through press releases, newsletters and local community websites etc.
- Quarterly – Meetings with local councillors
- Quarterly - Attending meetings of the local Area Committee (St Oswald and Netherton and Orrell).

- Ongoing – Liaison with the Neighbourhoods Officer within Sefton Council
- Quarterly – Attend meetings of the Sefton Command Team (JCC Team representative)
- Ongoing – Liaison with the Neighbourhood Policing Teams and Key Individual Networks (KINs) for the area
- Monthly for first three months; Quarterly for remainder of the construction – Open meetings with local residents and
- Ongoing – Provide information to both authorities for use on their intranet to inform staff of JCC progress
- Quarterly – Meetings with the Strategic Director for MFRA to ensure alignment of consultation activities.
- Quarterly – Staff update meetings with key members of the JCC team
- Six-monthly – Community engagement with young people's groups in the area – through both the MFRA and their delivery of the Princes Trust programme and Merseyside Police Youth Engagement Unit who have links to schools etc.

Supply Chain/ Local Employment

- December 2012 – Develop database to record local employment
- December 2012 – Mapping of supply chain
- December 2012 – Meet with Build Sefton and Sefton@Work regarding employer engagement plans and monitoring local labour
- December 2012 – Develop monitoring system for recording skills level of local employees

- December – Undertake initial interviews with local retailers about trade prior to the start of the construction phase
- January 2013 – Identify two subcontractors to work with to develop their capacity through mentoring and training
- Fortnightly (from December) – Collection of data on location of subcontractors, and feedback at JCC bi-weekly project team meetings
- March 2013 – First report on the progress against local employment target (90% Merseyside; 50% Sefton)
- March 2013 – Attend Build Sefton construction conference to further develop the supply chain

Apprentice Opportunities

- December 2012 – Work with local agencies to employ local apprentice (preferably with L20 postcode), advertising the opportunity through Sefton@Work
- December 2012 to March 2013 – work with the local supply chain to develop capacity to develop apprenticeships, including signposting to potential funding support for employing apprentices
- TBC – Offer 2-week work experience placement to young people as part of Princes Trust course.

Community Projects

- Quarterly – Critical friend role for local community based organisation to assist with funding application
- TBC – Link with Christ Church Youth and Community Project on refurbishment project

- March and June 2013 – Visits to local schools in the area

End of Project Report

- Spring 2014 – End of project report on the delivery of the community engagement plan, in particular reporting on the social impact and estimated social return on investment of the project, i.e. for every £1 spent what has been the equivalent saved. The report will also review the following:
 - Improved confidence of those employed on the project
 - Reduction in those claiming job seekers allowance
 - Increase in local people accessing skills and further training as a result of the project
 - Young people engaged in the process and positive activities undertaken
 - Community based organisations supported through the critical friend role
- Environmental Outcomes
 - Reduction in carbon emissions from people using public transport or walking to a nearby school to access local services
- Economic Outcomes
 - Local benefit – for example the increase in the number of people employed results in an increase in numbers paying council tax etc. and therefore into the local economy.

Appendix A

Frequently Asked Consultation Questions

1. Why was the decision made to locate the new control centre here?
2. Why the decision was made by the Police to relocate the JCC to this location?
3. Are there any increased risks associated with the location of the JCC in this area?
4. What security measures are being put in place to minimise any risks?
5. How much money is the project costing (and therefore taking away from current resources)?
6. Will the project result in any increase in Council Tax payments for local residents?
7. Will Police be able to better respond to issues in the immediate area, for example anti-social behaviour?
8. What will be the shift times for the Police working there?
9. Will there be any increased noise and traffic from the re-location of the JCC?
10. How will the construction affect me in terms of noise and traffic?
11. Will there be any direct response from the site, i.e. sirens during the night?
12. Are there any improvements planned for the road layout/ traffic management?

- 13. Can I have a say over the design of the building?
- 14. Will the height of the building be different to what is there now and how will it look?
- 15. How will the local community benefit from the development?
- 16. Will there be any new jobs locally as a result of the development?
- 17. What are the timescales for the delivery of the JCC?