



Converting  
Potential

# Your partner in employment and skills delivery



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## Our services

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We work with clients across the public, private and social sectors to plan and secure local training and sustainable employment outcomes from capital projects.

### In 2014/15 we:

- Supported 50 of the largest construction firms in the UK and 79 sub-contractors and local authorities across London.
- Assisted our apprentices in completing 280,415 hours of training and site experience, with 58 individuals successfully progressing into sustained employment.
- Successfully managed 314 apprentices through CSCS accreditation

We are uniquely placed in the market because we offer proven experience in both planning and delivering effective pathways into sustainable employment.

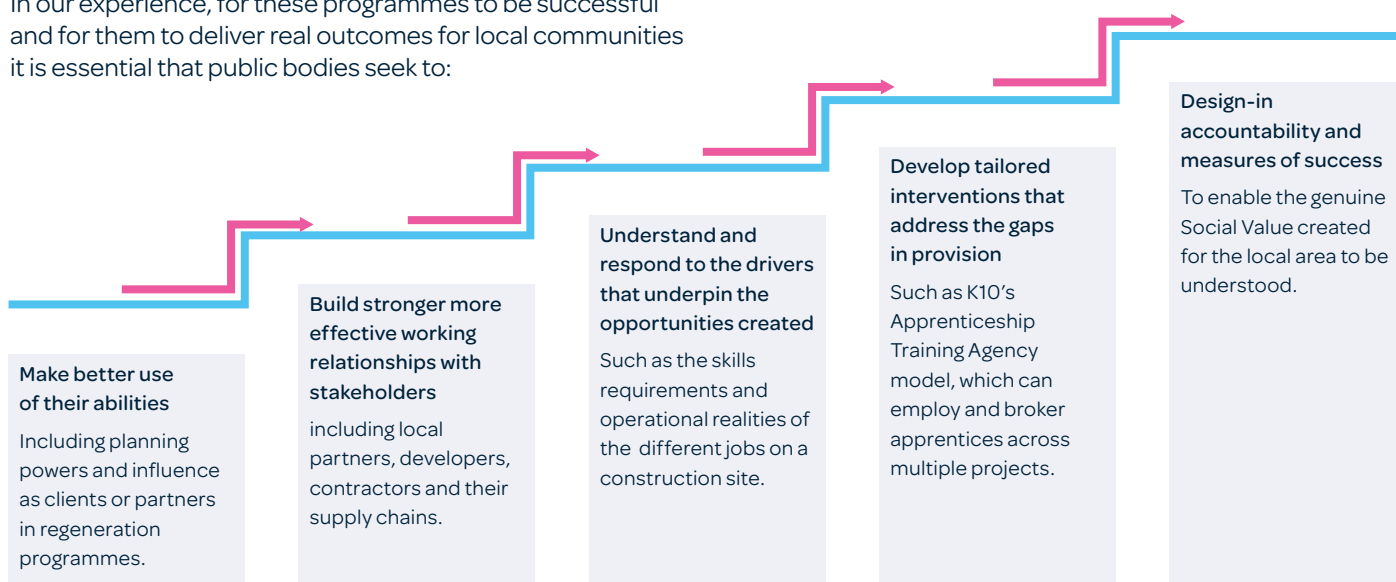
## Development of local impact strategies for capital projects and programmes

In the current period of sustained resource constraints to public sector funding, many public bodies are seeking to become more proactive and robust in their approach to securing local socio-economic benefits from capital works.

K10 has worked at the strategic and operational levels on a number of the largest and most transformative capital programmes ever seen in the UK, including:

- Supporting the London Legacy Development Company to ensure that the construction of each of the Olympic projects generated accessible, inclusive training and employment opportunities for local residents of the host boroughs.
- Supporting the Croydon Council Urban Regeneration Vehicle (CCURV) and Croydon Council to harness local training and employment opportunities from the projected local investment of £9 billion over the next five years, by working with developers and effectively preparing local people and stakeholders to engage with these opportunities.
- Supporting Capco in designing an Employment & Skills Strategy for the initial stages of the extensive re-development of Earls Court. K10 is now delivering this strategy as the Employment & Skills Manager for this project.

In our experience, for these programmes to be successful and for them to deliver real outcomes for local communities it is essential that public bodies seek to:



K10 offers expertise in both the development and implementation of socio-economic strategies; we can assist with all stages from initial scoping through to delivery. We are proud of our track record and believe that our experience as practitioners gives our clients greater certainty that their strategic aspirations will be effectively transformed into real outcomes for the communities they serve.

# Development of strategies to secure social value from public sector procurement

Although it is not a new concept, the legal requirement to realise socio-economic outcomes through procurement undertaken by the Public Sector was focused by the Public Services (Social Value) Act 2012, which came into force in January 2013.

The Government's definition of social value is 'a concept which seeks to maximise the additional benefit that can be created by procuring or commissioning goods and services, above and beyond the benefit of merely the goods and services themselves'.

The Act requires public bodies to consider how the procurement of a service may improve the economic, social and environmental well being of an area.

Although the Act doesn't cover contracts for public works or goods (such as construction projects), or contracts for services under the EU threshold (£173,934), in practice the Government promotes the inclusion of social value in all public contracts as best practice.

By drawing on our significant experience of working with public and private sector partners to secure local socioeconomic outcomes from major capital projects, K10 is able to effectively support clients to develop the operational strategies and tools required to deliver Social Value:

- We deploy our knowledge of contracting and delivery supply chains to ensure that the methodologies and obligations proposed to deliver Social Value outcomes respond to the operational realities of the sectors we are targeting.
- We develop new intermediate labour, pre-employment and training models that effectively address the disconnect between the capabilities of the Private Sector and the expectations of the Public Sector.
- We work closely with local stakeholders to develop delivery strategies that effectively align and coordinate local resources towards shared Social Value goals.
- We develop and administer robust project management and impact measurement systems that measure the Social Value delivered in both qualitative and quantitative terms.

## Testimonial

*"It was clear at my first meeting with K10, a number of years ago now, that they were deeply committed to putting positive social impact at the heart of their operations and business model.*

*They were among the first social enterprises we worked with to embed measures of well-being into their day-to-day processes with applicants and apprentices, and since then they've expanded their impact measurement to include a wider range of stakeholders: partner colleges, major contractors, Housing Associations and Local Authorities.*

*In 2013 K10 invited us to undertake a full Social Return on Investment (SROI) analysis of their operations, demonstrating a desire to listen to stakeholders, to learn and to lead to greater social impact.*

*The conclusions of that SROI were compelling – not only does K10 generate a positive SROI, it does so by actually creating jobs for young people where none would have otherwise existed.*

*The difference made by K10 in the lives of young people, particularly in a time of high youth unemployment, is incredible and the impact on society more broadly is considerable. I highly commend them".*

**Steve Coles, Managing Director, Intentionality Community Interest Company**



## Development of employment & skills plans and negotiation of Section 106 commitments

Because of our significant operational experience of supporting developers and contractors to deliver these types of commitments and our working knowledge of the construction sector, we are able to support clients to develop robust strategies that create tangible, positive outcomes for local communities:

- Our ESPs support the delivery of employment and training outputs through planning, procurement and delivery.
- Each construction project is different and our approach seeks to maximise project outputs with the resources available. Our plans are developed in close consultation with a site project team.
- We advise on how a project can deliver training obligations (funded or unfunded), and provide certainty on delivery of training outputs through establishing a robust budget.
- Our plans respond to project obligations, client requirements and resource available. They include processes for how a project can demonstrate the notification of employment opportunities locally.
- We recognise that modern construction programmes involve high levels of sub-contracting and support our clients to mobilise the supply chain to commit and deliver against the overall ESP.
- We support project reporting by managing data collection and analysis across the supply chain.
- In supporting the negotiation of S106 agreements, we base our negotiation on experience of what can feasibly be delivered, accounting for time and cost overruns, and labour attrition.

**We help clients ensure that all legal obligations reflect a project's delivery capabilities.**

The K10 approach looks to evaluate the cost of delivering apprentices and other training outputs to offset these against other planning obligations.



## Apprenticeship management & apprenticeship training agency

K10 has an in-house Apprenticeship Training Agency (ATA), which is accredited by the National Apprenticeship Service (NAS) and supports the delivery of high quality apprenticeship programmes. It is independent of any contractor or developer.

K10's innovative ATA model was designed to tackle the key challenges that limit the creation of construction apprenticeships:

Systemic changes to the structure of the industry and technological innovations meant that construction supply chains became fragmented, with higher levels of off-site manufacturing, and sub-contracting and shorter programmes, thus limiting the opportunities created using the traditional apprenticeship model.

Economic pressures within the sector and the structural changes mentioned above have resulted in a large-scale move away from employment and training provision using the in-house, PAYE model in construction.

K10's ATA directly employs each apprentice on a PAYE basis and brokers each apprentice across multiple projects and work packages, therefore significantly increasing the yield of apprenticeships created, ensuring that the apprenticeships created are sustainable and delivering the highest quality of experience to both apprentices and employers.

The ATA enables us to employ apprentices directly or to run a bespoke programme for our clients for an agreed period. This 'twin track' approach gives our clients greater flexibility and choice in determining the right apprenticeship solution to meet the needs of their project, supply chain strategy and delivery obligations.

If K10 is selected as the employer, we take responsibility for apprentice employment contracts, wages, tax, national insurance, holiday and sick pay.

We work with contractors and their supply chain partners to find suitable local young people for each job vacancy, and, crucially, tailor the opportunity, so that it matches an apprenticeship framework and an appropriate training provider can be appointed to deliver the non-work and assessment elements.

In 2014/15 K10  
apprentices completed

**280,415**

hours of training and  
site experience.

Successfully managed

**314**

apprentices through  
CSCS accreditation

# Apprenticeship management & apprenticeship training agency

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Effective partnering with clients, training providers, the apprentice and local stakeholders is at the heart of our approach:

## WE WORK WITH THE EMPLOYER TO:

- Define the project requirements and recruit suitable local candidates. See our recruitment page for more information on our strategy.
- Confirm the start and end dates of a placement. We typically place apprentices for a minimum of 6 months
- Ensure the host supervisor understands their requirements to support the apprentice whilst on-site. This includes supervising the learning element of the apprenticeship and also teaching and guidance in the job.
- Ensure that an apprentice has further job placements lined up by working with our extensive network of construction employers.
- Issue a monthly performance report for each apprentice, which supports overall site reporting.

## WE WORK WITH THE APPRENTICE TO:

- Ensure they are 'site-ready'. This means that apprentices understand the job role and requirements, have the key work-readiness skills, and have passed the necessary health and safety test. In order to do this, we place apprentices in a Pre-Employment Training course (relevant for construction).
- Ensure they progress through the apprenticeship effectively through regular catch-ups (weekly) with assigned Apprentice Managers.
- Weekly phone call to the apprentice.
- Contact with the supervisor every 2 weeks.
- Site visits every 4 weeks.

## WE WORK WITH A RANGE OF SFA FUNDED TRAINING PROVIDERS TO:

- Enrol the apprentice on an appropriate college course, ensuring it is fully funded.
- Monitor an apprentice's attendance and college performance.
- Conduct regular reviews with Training Providers for each apprentice.
- Liaise closely with site supervisors and assessors to ensure performance and attendance targets are being met by all parties.
- Ensure there is a course completion strategy during the last few months of the apprenticeship.
- Create and track Individual Learning Plans (ILP) for each apprentice.



## Delivery of employment & skills plans & Section 106 obligations

We support developers and contractors to negotiate and deliver against Section 106 obligations and procurement requirements for major developments.

Our approach to supporting our clients to successfully realise their commitments on time and on budget is founded in the following principles:

- We ensure that the processes agreed for delivering training and employment targets are successfully embedded within each client's planning, commercial and delivery teams.
- We ensure there is a clear understanding of what needs to be delivered, by whom, for whom and when within the client's project team.
- We actively deliver key elements of ESP commitments, including work experience & pre-employment training, apprenticeships, outreach and recruitment and the brokerage of local people into employment and training opportunities.
- We communicate regularly and effectively with all sub-contractors in the supply chain, ensuring they are aware of their roles and responsibilities in the delivery plan.
- We collect and securely store data from sub-contractors using template forms and our bespoke CRM software.

K10's Employment & Skills  
Plans have successfully  
created over

1,500

local employment  
opportunities  
across London.



## Outreach & recruitment

K10 recognises that effective outreach and recruitment is essential to delivering sustainable employment, as it is the first important step in the process of successfully matching individuals, opportunities and employers.

Our outreach & recruitment strategy begins with scoping and clearly defining the overall aims of a project across the apprenticeship, traineeship, local labour and up-skilling spectrum.

Once the intended outcomes are agreed, we will plan a bespoke outreach programme and recruitment plan in line with the project's objectives, ensuring the most suitable candidates are matched to work experience and job opportunities in a timely and appropriate manner.

### 1. Partnering

K10 partner with a carefully selected group of referral bodies to generate suitable & eligible candidate leads. Partners include charities, borough job brokerages, JCP's, training providers, local community and sports groups.

### 2. Recruitment

As well as regular outreach to these referral bodies, we design & implement bespoke job fairs and recruitment events in the local community, often in partnership with local colleges, charities and community groups and to ensure maximum reach.

### 3. External advertising

A bespoke job advert will also be posted on proven job-boards & websites as approved by the client. As well as the leading job sites and boards, we have highly-engaging and interactive social media channels which generate excellent candidate leads through our networks and partners.

### 4. Internal advertising

As well as the external outreach, we also implement a robust advertising campaign through our internal channels, the K10 website, our social media platforms as well as bespoke mailers to our existing talent pool within the K10 Database.

Following the Outreach, we conduct a rigorous recruitment process, agreed prior to project engagement.

### 1. Applying

Initial telephone screens are conducted with short-listed candidates to establish reasons for applying for the apprenticeship, understanding of the role/programme, any experience/qualifications (if required).

### 2. Team building

Suitable candidates are invited to our weekly K10 Academy (group recruitment session) which incorporates team-build tasks, scenarios, course details, video/discussion, functional skills assessments, 1:1 interviews and any additional info as required by the client.

### 3. Interview

The Academy is intended to be a rigorous interview process and lasts 3-4 hours. K10 Academy can be adapted to incorporate particular elements of a client's specific recruitment requirements.

### 4. Personal data

We collect and securely store all relevant documentation, including tests, passport, proof of address, equal opportunities and personal data.

### 5. CSCS Training & Card

If required, we also help young people pass their Construction Skills Certification Scheme test (CSCS), funded by K10.

## Work experience & pre-employment training

In partnership with an established network of training providers, we design and implement bespoke work experiences and Pre-Employment Training (PET) programmes, which precede formal works placements or apprenticeships.

In 2014/15, K10 delivered

4,000+  
hours  
of PET

Our programme effectively prepares learners for work by providing them with the essential 'work-readiness' capabilities required by a particular trade.

Our construction clients benefit by having a trained and ready-to-go talent pool from which to select their next generation of workers and apprentices.

### WHAT DOES K10'S PET PROGRAMME INVOLVE?

#### The structure of the programme includes:

- 4-week on-site training programme delivered by K10.
- Training in cohorts of 10 x 18-23 year-old aspiring construction apprentices.
- Mixture of classroom and practical on-site experience and learning.

#### Subject areas covered include:

- Construction Skills Certification Scheme (CSCS) Training & Test.
- Level 1 Health & Safety Diploma, including manual handling, fire safety & working at heights.
- Functional Skills: Maths, English and ICT to Level 1.
- Selected Prepare-for-Work/Employability Modules, including working as a team, preparing for interview, time management, dealing with pressure/conflict, work-based scenarios.
- Introduction to trades, including trade taster sessions delivered by specialists on-site.
- Introduction to a construction site, including inductions, tours and introductions to site-work through guided experience sessions.
- 100 hours practical trade-specific work experience on-site.



## Employment & skills brokerage

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We recognise that, despite the best intentions of all involved, commitments to place local people into the jobs created locally by major development schemes are often unachieved.

A key reason for this is the challenge of meeting the very specific needs of the construction industry through mainstream employment support, which can result in ineffective matching between the needs of the employer and the skills of the candidate. This is demotivating for all involved.

We have deployed our significant sector knowledge and our client-focused approach to deliver robust employment brokerage services for major schemes across London.

### Case Study: London Legacy Development Corporation

The London Legacy Development Corporation (LLDC) was formed in April 2012 to use the once-in-a-lifetime opportunity of the London 2012 Olympic and Paralympic Games to develop a dynamic new heart for east London, creating opportunities for local people and driving innovation and growth.

K10 provided support to LLDC across each of the Olympic projects to ensure that all construction activities presented accessible, inclusive training and employment opportunities for Londoners. A key element of this was the provision of a targeted job brokerage service that effectively matched the human resource requirements of the contractors on each site with Londoners. K10's understanding of the specific skills and qualifications required for each trade was at the heart of the success of this service.

We recognise that effective brokerage is about recognising that there are a number of customers whose needs must be met by the service provided: the contractor; the employment agency promoting potential applicants and the applicant themselves.

### The key success activities at the heart of K10's effective brokerage model include:

- Effectively engaging with construction projects and the project team to develop a clear understanding of the labour force plans and recruitment requirements across the supply chain for each job, as well as any specific requirements for local labour, such as those required as part of Section 106 obligations.
- Effectively engaging with agencies and intermediaries to support them to identify and plan for the anticipated labour requirements. K10 is also able to provide outreach services directly for our clients and has done so on many occasions.
- Supporting all parties to establish a clear delivery plan for how they will work together, with a focus on ensuring that the employment opportunities that are genuinely accessible to local people are identified and prioritised as key targets.
- Supporting all parties to mobilise and deliver this plan, together with the provision of pastoral support for local people placed into employment, to ensure that they are able to succeed in their new roles.
- Monitoring and evaluating the performance of the services provided and the successful progression of the individuals supported.

## Performance, impact & legacy monitoring

K10 has extensive experience of developing and implementing robust Performance, Impact & Legacy Monitoring (PILM) strategies.

This includes performance monitoring strategies for the Section 106 obligations and commitments allied to major developments and also for grant-funded regeneration programmes that we have delivered, such as in Hounslow. This project exceeded all targets and was regarded as a huge success across the industry.

We believe that effective monitoring is an essential element within each strategy for creating pathways into sustainable employment rather than a 'nice to have'. Not only do our systems enable our public and private sector clients to evidence the impact of their activities, but they also enable us to support our clients to deliver continuous improvement and strategic agility within their delivery approach, by identifying when a change of approach is needed and working with us to respond to this need.

The key features of K10's approach to PILM include:

- Our Adapt ICT system acts as a live database for each project and individual supported. Adapt enables us to profile each beneficiary supported and to log the interventions that have supported them.
- Personalised engagement is at the heart of our approach as our success is about people not statistics. We employ a structured regime of contact, which includes calls, texts and emails to participants; referral partners and employers and regular in-person meetings.
- We keep detailed records for audit, eligibility and validation purposes, which is essential for all grant-funded activities.
- We focus on understanding the success we have helped our beneficiaries to achieve on a human level. All participants undertake exit interviews and we seek to maintain regular contact beyond the end of our formal engagement to check on the well-being of our beneficiaries. We have adopted the Office for National Statistics (ONS) best practice approach for measuring wellbeing and distance travelled through their experience with us.



## Delivery of publicly-funded regeneration programmes

### Case Study: Hounslow Building Futures Scheme (HBFS)

K10 successfully designed and delivered HBFS, a two-year programme which received £232,000 from the London Councils European Social Fund co-financing programme.

HBFS supported some of Hounslow's most vulnerable and excluded residents into sustainable apprenticeships and employment in the construction industry through the innovative use of our Apprenticeship Training Agency, the delivery of a two-stage pre-employment and employment programme and through coordinating the efforts and expertise of a range of public, private and third sector stakeholders.

Extensive project monitoring was deployed throughout the delivery of HBFS, which included focused targets to ensure that the programme reached the most excluded residents in the most deprived wards, but also to serve as an effective management tool, to support K10 and partners to develop and implement effective pathways for each beneficiary.

K10 has successfully bid, secured and delivered a number of publicly funded regeneration initiatives that commit domestic or EU funding to deliver targeted social and economic outcomes.

Our success in this field is due to our ability to work effectively with the lead agency and local delivery partners, to plan and deliver a co-ordinated strategy that is bespoke to each local area.

In working with developers, contractors and public bodies, we deploy this expertise to identify and secure match funding and resources to support each individual into sustainable employment.

The example below shows the resources we successfully secured to deliver apprenticeships in the London Borough of Croydon.

### Each Croydon apprentice supported by K10 benefited from £575 of externally sourced regeneration funding





## Contact Us

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