

MS04: Sustainability Considerations and Social Value (50 points)

Describe, and provide details of, any social value proposals and benefits that your organisation would bring to the Authority and Eden community, including details of how your organisation can contribute to the priorities set out in the Council Plan (www.eden.gov.uk). The Method Statement may include:

- Environmental impact and how this will be minimised;
- Any social value to be obtained through delivery of the contract including community benefits, training and apprenticeship opportunities, social inclusion, job creation, ethical trading, adoption of the living wage etc.; and
- The economic impact delivering the contract will have on Eden, taking into account that a priority of the Authority is the Economy, in particular 'creating opportunities for economic growth' across the district. Include detail of how local organisations will have access to any resulting sub-contracting opportunities.

Sustainability is a term which covers everything from energy efficiency and the use of renewables to the incorporation of green infrastructure and adaptation of buildings through to climate change. It refers to both a structure and the using of processes that are environmentally responsible and resource-efficient throughout the buildings lifecycle. According to the International Energy Agency report (IEA 2002)., buildings represent 40% of the world's energy consumption. The main contribution of CO2 emissions from a building will be from the materials it embraces and the energy it consumes in operating services.

Housing and transport make up almost a large percentage of the carbon footprint of an average Eden resident. Carbon emissions are falling but like most authorities probably not quick enough.

How NYPS can contribute to Carbon emissions management, Recycling and Pollution

From an early option appraisal of existing buildings, it may be possible that the client's required project outcomes, could be met, fully or partly, from their existing resources and without the need for demolition or new build. This may represent the most sustainable form of development in terms of natural resources and pollution. As part of the asset management service, NYPS could carry out an energy review as part of our Carbon Management model, of any building to review metering and energy consumption. This would be through use of a monitoring survey using our data loggers. NYPS have undertaken numerous building stock reviews, condition surveys and energy surveys for clients to assist in this process.

For good sustainable building design it is vital that the building design and the services are considered from the earliest opportunity in the design process. Too often this where things can go wrong and important opportunities for saving energy and reducing carbon emissions are missed.

Although this opportunity is for asset management NYPS could offer asset advice towards any re modelling or new design of any of Eden's DC's buildings.

An early relationship between design disciplines is essential to ensure the project team has a shared understanding of what sustainability means in the context of the project and can effectively communicate between themselves with regard to the challenges ahead and can integrate and work

closely together. This process is captured by NYPS on all projects throughout the RIBA work stages. Our experienced multi-discipline design teams consisting of architects, building services engineers, structural engineer's quantity surveyors and CDMC/project managers work closely together with our asset team and our sustainability champion, to identify all drivers for sustainability and to ensure that the relevant sustainability checkpoints have been addressed.

NYPS support to deliver the strategic clients aspirations which may include Carbon Levy's, renewable heating incentives, feed in tariffs, land fill tax and congestion charging.

Our M&E engineering and architectural teams work together very closely, from the earliest opportunity. At RIBA work stage 0, the overarching sustainability goals would be identified and engaging the stakeholders at this early stage will assist in forming robust and realistic solutions. This is the time when there is the maximum scope to integrate appropriate solutions at the lowest possible cost in the project lifecycle and preventing the services/sustainable design feeling like a 'bolt-on' to the building. The early design discussions may involve reviewing and challenging the client's design brief and contributing to the project and design strategy, which will ensure that the sustainability issues are addressed in the most efficient manner. If a strategic brief provided by the client does not cover sustainability, then our multi-discipline design teams would consider the drivers for addressing sustainability issues during the design concept stages, such as legislation (Building Regulations), planning policies such as BREEAM or any other fiscal drivers. Numerous policies are now in place aimed at reversing unsustainable trends. Central and local government have introduced economic interventions, such as;

- The Carbon Levy – To promote energy conservation
- Renewable heat incentive – To promote clean energy
- Feed in tariffs (FiTs) – To promote clean energy
- Landfill tax – To reduce waste
- Congestion charging – to reduce transport pollution

As part of the asset management process our multi-discipline team could advise the estates surveyors around dilapidation, service charging or even disposal if there are development opportunities to improve the capital returns on disposals.

Our multi-discipline design teams have worked on several schemes, which have employed these policies successfully. The teams have a good knowledge of their procedures and protocols and can work with stakeholders to review available economic interventions.

Our early involvement would ensure that decisions regarding the site layout, building form, orientation and building fabric are all reviewed, in order to determine the success of a passive design approach and the sustainability of the project.

Every building design is different and requires careful planning and a clear understanding of the building user requirements is essential. The location can often determine the technologies that may be used, i.e. in semi-rural or rural it is possible to benefit more from natural ventilation design. In city centres constraints from air and noise pollution have to be considered.

Estate management and land agency

We support our clients through the following process:

- Strategic review- master-planning and space planning
- Condition and Compliance Surveys
- Preparation of costed and prioritised works programmes, both capital and planned preventative maintenance works
- Procurement advice
- Energy management and energy conservation advice
- Suitability and sufficiency analysis
- Whole life costing analysis using investment appraisal techniques
- Acquisition and disposal advice

Within the Public Sector we are working with a number of initiatives including Better Homes, School Expansion Programmes and various Local Authority commercial accommodation reviews. Our services are provided at both the strategic level and at a level gathering stock asset data to inform decisions and future outcomes.

Our experience

We have extensive experience in estate and portfolio management, undertaking asset valuation surveys and asset rationalisation strategies. We work with our clients on improvement and development projects including

The assessment and development of property portfolios to optimise the value of their property assets and ensure compliance, including development, planning and introduction of new ways of working.

We provide a wide range of estates services on behalf of public sector clients. Our core capability centres on understanding how properties perform and how they need to be developed to respond to future demands.

Our approach

We work with our clients to implement effective asset management practices through adopting a long-term approach, optimising their estate in line with service delivery requirements. Key outcomes include:

- Reduced portfolio cost and risk
- Cost neutral portfolio objectives
- Compliant property assets
- Flexible portfolios meeting long term need

- Income generation

Estates and Asset Management

We advise on site search and acquisition, compulsory purchase and compensation, disposal, valuation, development appraisal, lease advisory, property management and strategic asset management to create an optimised portfolio and the provision of land and property to meet service and infrastructure requirements.

Estates Rationalisation

The aim of an estate rationalisation strategy is to secure an estate which delivers services as efficiently as possible through a reduction in size and cost of the estate.

We help clients understand how they can deliver their services from a smaller estate portfolio to reduce overheads whilst mapping potential capital receipt through disposals. We provide high-level site and options appraisals which develop opportunities enabling clients to consider a range of new working practices when delivering services.

Portfolio Management

Through proactive property management, we maintain and enhance the value of your estate, and aim to reduce cost and risk of holding property assets. Our estate management services are provided to Central and Local Government clients and the transportation and infrastructure industry across the UK. We undertake valuation, negotiation and property transactions on behalf of our clients, enabling them to meet their service requirements through an efficient and effective property portfolio.

Market Sectors

NYPS and its supply chain of professional service providers work with a wide variety of clients with a diverse portfolio of asset types:

- Local Government
- Blue Light Services
- Schools and Academies
- Higher and Further Education
- Central Government
- Utilities
- Transportation
- Leisure
- Commercial
- Retail

The Eden DC Council sustainability appraisal identifies concerns over the air quality in the communities, with three designated Air Quality Management Areas and numerous hot spots wherein the recommended legislative objectives for nitrogen dioxide continue to be breached.

In order to support the management of pollution NYPS can provide a joint team approach by reviewing the orientation of buildings

The building orientation allows us to review how the building will be affected by wind resource, sun paths and how the natural heat will impact throughout the seasons. Using our design software to model the building, and assigning the actual site location and weather files, we can review the sun-cast analysis. This process allows us to calculate the position of the sun in the sky, track solar penetration throughout the building interior and calculate shadows. The shading on the building is a function of building geometry, obstructions, shading devices, site location and orientation it will affect cooling and heating energy as well as CO2 emissions. The early involvement of the NYPS team in the process would enable us to review the building fabric, thermal mass, building colour and glazing design to;

- Maximise heat gains in winter, to reduce heating load
- Minimise heat gains in summer, to reduce internal temperature and possibly cooling load
- Optimise daylight and control glare, to reduce electricity for lighting
- Encourage air movement for ventilation and passive cooling during warm periods
- Discourage potential condensation
- Optimise air tightness/air permeability

NYPS's strategic approach with our clients helps to minimise load requirements, reduction in plant infrastructure and pollution.

The impact of the thermal modelling will assist in determining the energy demands to help set the sustainability target. It will also assist with the Planning Application, which will often require information on the reduction of carbon emissions and water use, review of internal conditions and overheating analysis, health and wellbeing and waste and recycling strategies. Many sustainable technologies may require innovative approaches on the planning application such as solar panels, wood fuel stores and our design teams would work together to produce the planning application.

In NYPS's experience the investment in time and processes to increase efficiency reduces the carbon emissions and has life time cost benefits.

The initial prediction of the building's energy demand could be assessed using industry standard benchmark data such as the data in CIBSE Guide F 'Energy Efficiency in Buildings'. The 2013 Building Regulations Approved Document L2A requires further savings in carbon emissions compared to the 2010 levels and the aggregate reduction across the non-domestic building mix is 9%. Using the National Calculation Method (NCM), we would undertake the Standard Assessment Procedure (SAP) for dwellings and for non-dwellings would be the Simplified Building Energy Model (SBEM), which are legislative requirements under approved documents L1 and L2.

Following the NCM process, if renewables are required for compliance that may not have been identified in the original stakeholders design brief, then careful consideration of the technologies available would be undertaken. This would involve reviewing the lifespan of the technology to ensure the strategy is affordable and sensible in the long term, especially at the end of the systems life. In addition, our team would research the installation requirements and the long-term management, maintenance and replacement considerations.

Part L 2013 (25A) also requires that before construction, the technical, environmental and economic feasibility of high efficiency alternative systems are considered which include;

- Decentralised energy supply systems based upon energy from renewables
- Cogeneration (using electricity whilst recovering and using heat)
- District heating, particularly when based upon renewables
- Heat pumps

NYPS would assist in preparing the (25A) feasibility assessment, which would be issued to Building Control.

How NYPS support our Clients targets for recycling and integration into design processes

- Whether refurbishment is a viable option to reduce the lifecycle impacts of a project
- Assessment of the lifecycle impacts of materials and equipment that would affect the form and function of the building
- The use of recycled or reclaimed materials

Materials would be selected based upon their performance, durability and longevity, as this will increase their lifecycle. The embodied energy would also be reviewed, which is the amount of energy required to produce a product from extraction, manufacture, transport maintenance and disposal. The 'Green Guide Specification' publication by BRE, in-conjunction with the product environmental profile will be used to select materials.

Sustainability Plan

Eden district has a history of flooding, which needs to be taken into consideration in the planning of any development for hot spot areas. This is highlighted within the Ede Sustainability Plan. Sustainable urban drainage systems (SUDS) is an approach to managing rainfall that aims to mimic natural drainage, whilst avoiding the problems of flooding which can be associated with conventional drainage. The likelihood and potential frequency of any flood risk, may impact on decisions regarding attenuation and the need for sustainable drainage strategies, use of permeable surfaces and floor levels for buildings. This can lead to creative 'green and blue' landscaping solutions in the form of resilient gardens and ponds to reduce peak water loads and flood risk as well as contributing to a biodiversity strategy. In extreme cases, it may be necessary to consider the options of alternative sites or to design for flooding, such as creating floating structures or raised buildings with sacrificial basement areas.

Key to reducing the risk to flooding and sustainable design is to ensure water efficient design, which reduces both demand and waste. This is achieved by considerate design and ensuring water efficient features are employed and considering options for water reclamation.

Another consideration for a new development or refurbishment is to ensure the ecological strategy should protect the existing ecological value and enhance the biodiversity of the site. The introduction of tree canopies, façade systems and living roofs and can reduce building heat gain compared to conventional bare roofs. These can also improve air quality, enhance biodiversity and reduce energy consumption.

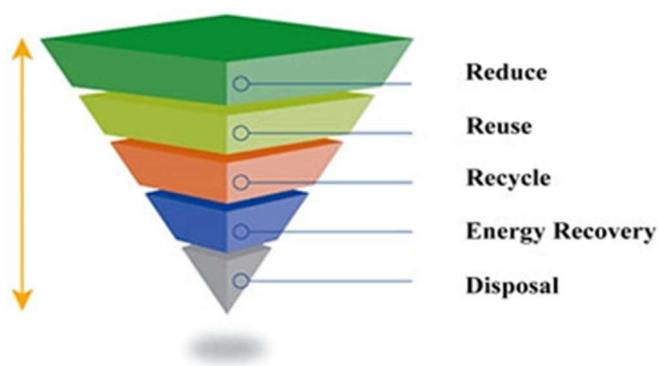
NYPS have all the resources and experience to implement the sustainable plan requirements with in house drainage and flood assessors, BREEHAM specialists, Rural and infrastructure designers including housing, listed building and historical monument experience.

The principles of all NYPS asset management and design services allow for:

Sustainable waste management strategies would be considered which would reduce the production of waste arising from the operation of buildings to a minimum, with disposal considered only as the last resort. Firstly, according to the four 'R's strategy, the construction process should reduce the amount of waste, it potentially generates. Minimum packing of materials, modular building approaches are a few of the options we have implemented.

Moving onto the next strategy is to re-use waste that is generated on site or elsewhere. Reusing materials from construction activities on site will be an immediate action. There are many opportunities offered from the demolition of the existing premises and site clearance. Construction waste such as substrates or excavated soil, crushed concrete and bricks, window frames, timber and metal cladding, pavement tiles and roofing are the commonly produced waste items on sites. Waste segregation and storage can be provided on the construction site to allow further exploration on waste potentials to recycle materials.

The last strategy is to recover waste. Implementation of this can be found in recovery techniques (recycling, composting and generating electricity from waste). The disposal to landfill or incineration would be the bottom of the hierarchy, as below.



Hierarchy Diagram

The use of the Green Guide as part of BREEAM

NYPS use the Green Guide as part of BREEAM or as a part of their selection of specifications in design. Materials and components are arranged on an elemental basis so that designers and specifiers can compare and select from comparable systems or materials as they compile their specification. Across these building element categories the Guide provides an extensive, but not complete catalogue of building specifications covering most common building materials.

This data is set out as an A+ to E ranking system, where A+ represents the best environmental performance / least environmental impact, and E the worst environmental performance / most environmental impact. NYPS use the Green Guide as a tool to inform sustainable design and achieve the desired level of BREEAM accreditation.

As part of our overall Environmental assessment for any project we would consider potential flooding issues as part of our feasibility. Within all our design process it is standard practice to provide a review of flooding zones with reference to the Environmental Agency Website and historical information. The team have experience of working on sites where flood considerations are required, designated sites are in flood zone, sites with flood defences or sites above 1 hectare. Our team and associated sub-consultants have completed surveys, design works and advised on risk potential at the early stages of projects. Some of tasks our teams have completed are as follows:

- Flood risk assessments,
- Design Strategy reports
- Co-ordinated designs to address flood implications with the use of Sustainable Drainage Systems
- Site levelling to achieve finish floor levels and thresholds levels required to be above water table levels
- Flood tanking design of structures
- Flood defence protection and retention structures
- Detail drainage calculation to allow for 1 in 30 storm events and reduce run off rates on existing site in line with Environment Agency and Planning Policy requirements.
- Detail surveys are also co-ordinated and carried out to enable our design to design the correct foundations and the most efficient sub-base and external work construction to be detailed
- Direct consultation with the Environment Agency to ensure design criteria to accommodate flood risks at the earliest stage into design and successful planning applications.

Some example projects would be:

Kirby Misperton Waste Transfer Station, Bentham Community Primary School, Brompton Community Primary School, Barwick Parade Community Primary School, Hendon Dock Oil Birth Defence Walling.

Where we did it



Bentham School – Indicating Sedum Roof.

A new school development completed in 2014, which achieved a 'Very Good' BREEAM rating.

The school incorporated a living roof 'sedum' roof across all the classrooms. This enhanced the biodiversity of the site as well as improving the thermal mass of the classroom roof structure, which reduced the heating and cooling loads of the spaces and improved the internal acoustics.

The building was modelled using IESVE software which allowed our M+E services team and architectural teams to work together very early into the design process, to develop the

Passive solar design. This allowed the building to be designed with the optimum orientation and glazing ratios for passive solar design to and to reduce heating and cooling loads. The introduction of shading devices also assisted with the summer time temperature analysis to satisfy Building Bulletin 101.

Photovoltaics (PV) modules were also introduced on the south facing hall roof using a metal frame. Our multi-discipline design team allowed the M&E engineers and architectural team to work closely together to ensure the roof design and the sloping base frame were carefully co-ordinated to ensure the roof manufacturer's warranty was not compromised. By installing a monitoring system in the foyer, the school children are aware of the contribution that the Solar PV system makes, which provided an excellent teaching resource.

Water shut off devices were also incorporated throughout along with a water leak detection system to ensure 'Water Efficiency' measures were followed in order to comply with BREEAM Wat 01 and 02 criteria. New school development completed in 2014, which achieved a 'Very Good' BREEAM rating.

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Bentham School – Indicating Photovoltaic Panels to Hall Roof.

Sherburn High School

Whilst undertaking a fuel conversion project for NYCC, to convert education buildings from fuel oil heating to gas, we recommended that on a number of larger sites, other considerations could be investigated, such as biomass boilers.

NYPS prepared a number of option appraisals, which included ‘Lifecycle costing’, which allowed us to provide an economic appraisal of different solutions to the given problem, so that a better decision can be made. For public sector procurement, the Government has set out a policy of making decisions on the basis of best value rather than simply the lowest initial cost. This is also emphasised in the UK Construction 2025 strategy document where, by working in partnership, the construction industry and Government jointly aspire to achieve, by 2025, a 33% reduction in both the initial cost of construction and the life cycle costs of assets.

The final step was to review the lifecycle costs so that the data regarding the timing of future events such as plant or equipment replacement, future costs or benefits could be applied. We would normally use payback as the typical way of expressing the economic benefits of a project.

Many clients have fallen into the trap of believing the lowest capital cost is the most economically advantageous solution, but this is not often the case and is why lifecycle analysis is becoming more widely used.

The options included the ‘base case’ of do nothing and to retain the ageing oil fired heating plant; options to replace the oil plant; to convert the school from oil to gas; and finally to consider replacing the plant with a biomass and oil boiler.

The biomass option was chosen and the scheme was successfully registered on the Renewable Heat Incentive (RHI) scheme, which allows the school to qualify for annual payments based upon the metered heat output of the biomass plant. The payments are made over a 20-year period and typically provide the school with an income of £40,000, which had a payback period of 6 years.



Installation of new biomass boiler Installation.

Lighting Upgrade Project

A recent example of a scheme where we persuaded a client to proceed with a scheme was for a school to consider the floodlight replacement for their existing MUGA, whilst undertaking some works at the school. We estimated installation costs for the replacement of the existing floodlights with new LED floodlights, complete with wireless controls to enable the luminaires to be remotely dimmed at £56,000.

The lamp life of the proposed LED lighting was investigated to be in excess of 50,000 hours and utilising an annual operating time of 1300 hours, this equated to a re-lamping period of over 38 years. The lamp life of the existing metal halide lamps within the existing floodlights is approximately 6,000 hours and utilising the annual operating time of 1300 hours, this equates to a re-lamping period of 4.6 years. Therefore, the payback calculation has included a cost for re-lamping the existing floodlights every 5 years. Taking into account the annual calculated electricity cost savings of £5,368 and utilising a 5year re-lamping cost of £4,800, the payback period for the installation of LED floodlighting is 9 years. This exercise further concluded that as the anticipated service life of the new LED floodlights is 25 years, and it would save the school approximately £100,000 over the 25 year service life, due to the annual electricity cost savings and the removal of the five-year re-lamping of the metal halide floodlights

F-Gas Review of Property Portfolio

Buildings give rise to pollution in different forms and one area is control emissions from fluorinated gases (F-Gases) including hydrofluorocarbons (HCFs). The European Union adopted a regulation in January 2015, which banned the use of F-gases in new types of equipment and the use whilst maintaining existing systems. The NYPS M+E team worked with one of our clients to develop an F-

gas register of all their properties and to provide options for phase out, including alternative solutions and planned replacement options.

NYPS have excellent experience on the preservation of historic and monumental buildings and structures

We have the experience to develop and maintain historical structures or even integrate with more modern buildings without affecting the natural integrity of the buildings but still maintaining their operational use.

An example of how NYPS has effectively delivered designs in listed buildings is NYCC's Brierley building. This is a Grade II* Listed Building requiring specialist repairs and modernisation



NYCC County Hall Brierley building



Repairs to the main roof dome

Completed and proposed works include –

- Reconfiguration of internal layout creating larger office
- Electrical and mechanical services to current offices
- Fire safety works
- Specialist repair and renewal of historic features
- Roof repairs including lead replacement, re-slating, ashlar repairs and ashlar overlay
- Masonry repairs
- Refurbishment of original joinery
- Specialist paint analysis and decoration of new lime plaster.
- Asbestos abatement works.
- Demolition works

Summary of how the Brierley Building works were developed -

- Consultation with the Client and Conservation Officer
- Defect analysis and planned works – incorporating guidance from English Heritage and Historic England
- Accessing historic records
- Project cost estimates
- Impact assessment of proposed works in conjunction with the Planning Policy.

- Project impact analysis – objective to retain historic building fabric, making safe asbestos, introducing modern materials, minimising cost and the modernisation of services.
- Consultation period with Historic England and the Local Conservation Officer.
- Detail design works were developed within Listed Building Consent application

This included –

- a. Structural designs
- b. Lead Designer working closely with the Mechanical and Electrical Engineers to create innovative ways to upgrade. The works were designed to cause minimum disturbance and loss of the historic building fabric, minimum aesthetic impact all to provide best value.
- c. Advice obtained from specialist contactors

As part of the tender package a set of drawings, heritage statement and design and access statement were produced for Listed Building Consent.

Appointment of our Contract Administrator during the construction phase to ensure all the clients' requirements were met.

Other Listed Building projects include;

- Holy Trinity Infants School
- Ripon Grammar
- Welburn Hall
- NYFS - Malton 'Wall'
- NY Moors exploited land'
- Brecon Museum
- York City Council – Skeldergate

What it means for the district of Eden Council

A sustainable project is the outcome of well-managed process that delivers higher than regulatory standards across a range of considerations, which will have genuine client benefits for Eden District Council. Issues are relevant throughout the design, procurement and build and it is essential to think past construction to handover.

NYPS can ensure that the delivery of all projects, will be carried out by our multi-discipline design teams, who fully understand the key sustainability criteria and provide Eden District Council with projects that include;

- Overall asset Management
- Maintenance Planning

- Design Quality as an overarching requirement.
- Passive solutions considered before mechanical solutions.
- Considering the environment in and around buildings as well as the buildings themselves.
- Waste minimisation throughout the procurement and lifetime of the building.
- Production of Site Waste Management Plans
- Resource conservation.
- Enhancement of biodiversity
- Minimising embodied pollution and toxicity
- Designing with a preference for local skills and labour and acknowledging local building traditions and materials where possible.
- Life cycle costing in preference to simple capital cost regimes.
- Encouraging community input to achieve goals.
- Optimum use of natural light and ventilation.
- Moisture management.
- Minimisation in polluting forms of transport.
- Strategic resource saving measures to meet targets.
- Water management

NYPS hold the consultancy framework for North Yorkshire County Council, Local district Councils, Blue-Light Authorities, and private retail, commercial and leisure clients delivering multi-disciplinary projects.

Services include;

Architecture

Building surveying

Mechanical and Electrical Engineering

Quantity Surveying

Project management

Structural engineers

Civil and drainage design

Estate management and land agency

Health and Safety

CDM-c

We are currently working alongside a number of Blue Light Clients. We have successfully delivered a series of new fire stations, administrative centres and associated ancillary buildings. More recently, we were asked to deliver a £2,000,000 refurbishment of an existing lighting factory to provide a combination of the emergency services with a joint, state of the art transport and logistics hub.

On hand over we have continue with an asset management service on behalf of the client that has also covered tenant and other 3rd part users.

As well as implementing many of the systems previously described, we also invited the Project Manager from the Emergency Services to work from our Northallerton office to enhance communication and promote a joined up approach to delivering such a multifaceted scheme.

This innovative approach has been seen as one of the major factors that contributed to the success of this scheme. Whilst working alongside a member of our team, the Authorities Project Manager stated “I am confident that through the working practices and team we have in place, the close out of this phenomenally complex project will be significantly enhanced”.

If this way of working would add value to any of the Eden DC schemes, we would welcome members of the Clients employees or other Consultants into our multi-disciplinary office or to place members of our team in your offices to help deliver the best projects possible to ensure best value is delivered for the Client.

All our staff and supply chain are paid above the living wage.

NYPS significantly exceed The Crown Commercial Service Action Note 14/15 27 August 2015 “Supporting Apprenticeships and Skills through Public Procurement”. We are a training organisation that makes a significant investment in the development of our workforce, recruiting, building and maintaining a technically competent, qualified and suitably experienced workforce recognising that our strength is built on the skills and dedication of our people.

If successful, we would welcome the opportunity to explore joint staff training and integration of staff expertise across all disciplines.

Our methodology will allow the Eden DC’s to benefit by:

- Maintaining a sustainable professional workforce within the northern lakes region
- Having consistently high quality service delivery
- Business continuity
- Knowledge sharing between Consultant and Client – joint training, secondments etc.
- Consistently high service deliverables
- Reduced incidents of Asbestos release due to early programmed surveys
- Recruitment of local trainees

Our Approach

Our structured approach to training commences at staff appointment with all new staff receiving an induction, which includes Health and Safety, Company policies, and Business Objectives. New

employees receive induction training to assist them in settling into the organisation and familiarising themselves with the company culture, practices and procedures.

The Health and Safety team comprising advisors, CDM professional and fire safety consultant provide new starter inductions, CDM and H&S work-shops, up-date fire safety and H&S notices, attend and deliver H&S and CDM issues at the monthly management meetings, undertake staff and project review meetings, attend design team meetings and deliver CDM and fire reviews of all project designs as well providing 1-2-1 sessions with staff particularly where they may wish to discuss items in confidence.

External training is provided to two members of staff who are first aiders whilst fire warden training is provided in-house by the fire safety consultant.

Monthly lunchtime CPD sessions are also undertaken and are usually delivered by an external company.

Staff receive support in understanding and delivery of the principles and guidance within the company's Management Systems and procedures.

All new staff have a Personal Development Plan in place which guides them from their initial appointment to their professional goal, whether this be NVQ, HNC or degree level. Managers appraise new staff at 3, 6 and 12month periods and record any actions to be taken, where applicable, including any specific training and development requirements.

Existing staff have a formal annual appraisal carried out in March, staff training being recorded on the company's server within the individuals training records. In this manner we provide staff with a clear picture of the training they require to achieve their personal career goals as well as the contractual objectives.

NYPS Ltd also provides access to structured training programmes for staff seeking to obtain a professional qualification or membership. In this respect, we have senior staff who facilitate and support the individuals while they progress through their professional training and competency tests. Currently we have one Architect, two Building Surveyors and one Quantity Surveyor progressing towards membership of their institute. We not only sponsor these staff financially and technically, we also provide counsellors to provide support and guidance throughout the process up to final assessment. The structured training is in place to enable the candidate to demonstrate how they have gained the skills and abilities needed to perform specific tasks or functions as required by the competencies for their pathway.

We participate in the RIBA student-mentoring scheme with Sheffield University and are committed to supporting students, helping them to develop towards becoming fully qualified architects. The purpose of the mentoring scheme is to give students an insight into practice and to enhance their learning experience. We are currently mentoring two students who visit the office three times a year.

We participate in the RIBA Architectural programme to inspire within young people a lasting appreciation, enjoyment and understanding of the places and spaces they inhabit. Our RIBA Architectural Ambassadors closely work with their partner teachers to develop a scheme of work to take into the classroom, supported by the RIBA's temporary exhibition programmes. One of our Architects, Hannah Clayton, has been working with a primary school in Hull, developing workshops focussed on the City of Culture 2017 theme, and has run workshops at the school in May/June 2017.

Lunchtime CPD and specific topic training sessions are a popular way of staff gaining knowledge as well as attaining continued professional development. We have a designated training officer who will help arrange training sessions which are generally delivered by external providers, once a month and, where possible, tailored around current projects. Staff are also encouraged to share 'external' training sessions they have attended which will help improve their own presentation skills as well as sharing knowledge. In the last 12 months we have held 14 lunchtime seminars.

All our technical staff have received Asbestos Awareness training and this is kept up-to-date with refresher courses. We have also assisted NYCC to raise the standard of asbestos knowledge in their contractor frameworks via holding Asbestos Awareness Training seminars days. By drawing on our training and knowledge, we have contributed to significantly reduce the number of asbestos related incidents, thereby protecting both the client and their reputation. This has also ensured asbestos removal costs have been properly managed, providing the client with substantial financial benefits.

We participate in the training of Military design and engineering staff with secondments into our business.

Our offices engage in work experience initiatives for students attending local schools and we commit to work with the North Yorkshire County Council in its aims to sustain and improve educational attainment and provide at least 6 placements a year. We have a partnership with a local school, Thirsk School and Sixth Form College, where we take students on placement to give them an insight to working in the built environment and stimulate their interest in Architecture and Surveying. We recently had a student on placement, spending time with the Architects, Building, Estates and Quantity Surveyors and upon completion sent an email that contained the following:

“This experience has now given me a valuable insight into the world of architecture and building surveying. In particular, architecture has interested me greatly and is something that I feel I would like to pursue as a future career.”

We envisage that the above approach can be developed alongside yourselves with secondments, joint training and CPD sessions

Current and Future Provision

Of our 40 technical, managerial and administrative staff, we have recruited and currently sponsor through “day release” 15% of our staff to attend University.

In the six years, 47% of our staff have attended University courses as part of staff development. Currently we have staff undergoing day release to complete Degrees in Architecture, Building Surveying, Building Services Engineering, General Practice Surveying and Quantity Surveying

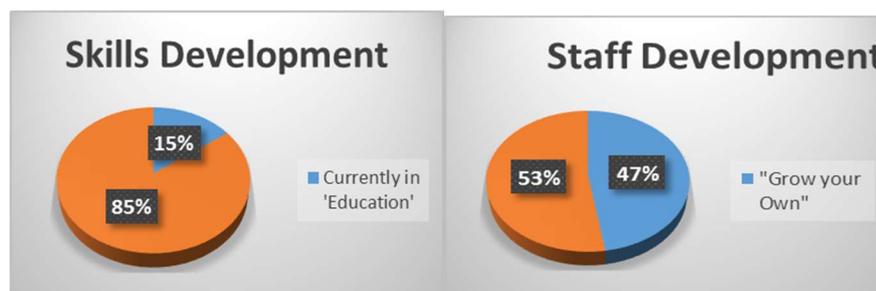


Figure D Skills and Staff development

Our Company Directors have committed to building a sustainable business by employing and training a local workforce near to the point of service delivery. With this commitment, in Summer 2017 NYPS Ltd will employ a further four apprentices from the Yorkshire region who, through our structured training programme and day release to college, will ultimately be educated to degree level.

All NYPS managers encourage team building events where we have raised funds for nominated charities and NYPS are currently reviewing opportunities to sponsor community events and organisations.

Previous benefactors have been Charities such as Cancer Research and Save the Children, RNLI, local housing associations and sports teams.