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A photograph of a woman with long dark hair, smiling and looking to the right. She is wearing a blue and white striped scarf and a high-visibility yellow vest over a dark jacket. A Kier name tag is pinned to her vest. The background is a blurred white wall with large, dark letters, including a prominent "K".

Kier Sheffield LLP People and Places...

**Delivering our social
responsibilities**

Five-Year Plan
12345

**“Sheffield is a place
where everyone
matters”**

A City of Opportunity – Sheffield City
Council Corporate Plan 2008-11



Contents

03

Introduction	04
Background	06
Context	08
Achievements and benefits	10
Awards 2003–2009	12
Priorities 2010–2014	13
Commitments 2010–2014	14
Environment	16
Summary	19

The Limited Liability Partnership (LLP) Kier Sheffield was created in 2003 and is the result of a creative, innovative and award-winning partnership between Sheffield City Council and Kier. This partnership has been of such high quality that the City Council was awarded Beacon Status in 2006/7 in recognition of its achievements.

This five-year plan details how Kier Sheffield LLP has delivered on its corporate social responsibilities and sets out the priorities for the next five years.

Sheffield's Corporate Plan, "A City of Opportunity", clearly sets out how far Sheffield has come and identifies long-term goals for the city in its aspirations for everyone to achieve their full potential.

The Kier Sheffield LLP strategic aims reflect those of the Corporate Plan. It is designed to enable local people to see the benefit of its work in their daily lives.

During the first five years of the LLP, the partnership achieved great things, some of which are detailed in this document. These outstanding achievements have contributed to the overall success of the city over the past five years and established Kier Sheffield LLP as a pioneering and award-winning company, with a reputation for innovation and success.

The LLP has harnessed the potential to achieve much wider benefits than simply the delivery of first-class repairs and maintenance services to our clients, tenants and residents, and in the upkeep of our public buildings, including our schools, libraries and communal spaces.

Looking forward to the next five years of this partnership, the economic climate has changed considerably, with Sheffield and Kier Sheffield LLP facing significant challenges for both the city and the business.

However, our commitment to achieving maximum benefits from this unique and outstanding partnership remains undiminished. Our determination to make a tangible contribution to the future economic success of the city remains as strong as ever.



Simon Bullen
Kier Sheffield LLP

A handwritten signature in blue ink, appearing to read 'Simon Bullen'.

Simon Bullen
Regional Director
Kier Sheffield LLP



John Mothersole
Chief Executive

A handwritten signature in blue ink, appearing to read 'John Mothersole'.

John Mothersole
Chief Executive
Sheffield City Council





“Working with Kier on Sharrow School helped turn our vision into reality. Professional, skilled and positive – we developed ideas together, delivering solutions and an excellent school.”

Cath Basilio, senior architect at Sheffield City Council

Kier Sheffield LLP is an award-winning partnership between Sheffield City Council and Kier, one of the UK's leading building and civil engineering companies.

Kier Sheffield LLP is responsible for repairs and maintenance work to council buildings, covering both the 42,000 housing stock and municipal buildings. The contract commenced in 2003 and was originally valued at approximately £700m over the ten-year period.

The partnership also includes Sheffield Homes, the Arms Length Management Organisation (ALMO) which provides housing management services to around 42,000 households in the city.

Since its formation, the LLP has significantly increased its turnover from £60m to £105m per year, through winning new business (such as Decent Homes works) and through the development of its construction projects across the city.

Kier Sheffield LLP employs over 1,200 people – 98% of which are from the Sheffield area. The 1,200 employees transferred under TUPE (Transfer of Undertakings Protection of Employment Regulations) from Sheffield City Council.

In addition, the LLP ensures that it gives business to hundreds of local subcontractors and suppliers, helping to “keep the Sheffield pound in Sheffield”, by investing £29m in local suppliers and £16m in local subcontractors. Kier Sheffield LLP also makes a significant contribution to the economic wellbeing of Sheffield's communities, with a clear emphasis on raising skills levels, targeting hard to reach groups, supporting local Council residents into the workforce and ensuring that the business continues to recruit local people into jobs.



This five-year plan provides a vehicle for the delivery of two important elements of the LLP:

- Making a difference through delivery – aimed at raising levels of skills and employment within our most disadvantaged communities
- Supporting the city's aspirations and targets, which are clearly detailed in key local strategic documents, such as the Corporate Plan “City of Opportunity”, Sheffield Economic Masterplan, the Skills Strategy for Sheffield, and the Local Area Agreement.



Case Study

Andy Biggin – Training Officer
(TUPE transfer)



Andy, originally from Grenoside in Sheffield, left Yewlands Comprehensive School and started an apprenticeship in painting and decorating in 1978.

He worked as an apprentice for a small family business and attended Shirecliffe College, where he gained in his City and Guilds Craft Qualification (Level 2) and Advanced Craft qualification (Level 3). Andy comments:

“Working there was very strict, as we had to wear shirts and ties to work and they were very hot on customer service! But it really did teach me about the world of work and being a family firm; you couldn't let your work colleagues down by being unreliable – it was good preparation for the future”.

Andy started working for the Sheffield City Council works department in 1981 as a painter and decorator and was promoted in 1997 to become a supervisor on the City Stewardship programme, taking out groups of 16 to 18 year-olds, passing on his skills and helping to prepare them for the world of work. A year later, he went on to become the City Stewardship co-ordinator, managing 38 supervisors and over 120 learners in the day-to-day running of the project.

When discussions were taking place with Kier in preparation for the transfer of 1,200 employees to the Kier Sheffield LLP, Andy was very uncertain of the move and his future. He did not know whether Kier, as a private company, would keep on the City Stewardship programme and whether he would be able to keep his job – it was a difficult period for everyone involved.

Andy transferred under TUPE to Kier when the LLP was formed in 2003 and two years later promoted to his current position of training officer, overseeing the City Stewardship Programme and the training programmes of all apprentices, adult trainees and work experience in the company.

Six years on after transferring to Kier, Andy has no regrets:

“Working for Kier has really been good for me – they empower you more and there are more opportunities for progression. I am really glad I transferred to the company and look forward to working for them for a good few years to come”.



Yvonne Collins, Sheffield Homes tenant/board member and Brian Marples, gas fitter, Kier Sheffield LLP

The diagram below illustrates the link between senior level commitment and competence with the co-dependent nature of the aims and objectives of the Council and Kier within the five-year plan and the impact of the bespoke entry routes as key business drivers for the LLP.



Case Study

Abu Turay – adult skills and recruitment



Abu, a refugee from Sierra Leone, was a runner-up in the Celebration of Learning Awards 2006, in recognition of the excellent progress he has made since joining Kier Sheffield in 2003.

He arrived in the UK in 2001 and joined Kier Sheffield through the Construction JOBMatch Programme.

This was an innovative two-year employment programme developed through a partnership between Sheffield City Council, Kier and other key stakeholders in the city.

Abu has gone on to achieve NVQ level 2 at Sheffield College, attend English as a second language classes twice a week and was one of three young learners from across South Yorkshire to make the finals in the Construction Achiever category.

Abu, who lives in the Manor Park area of Sheffield, said:

"I faced a lot of challenges when I first came to England, such as learning a new language and learning the culture. I would like to say thank you to everyone from Sheffield who has supported me at work and college, everyone has been very nice to me".

“Kier Sheffield is delivering its promises on education, training and employment at both strategic and delivery levels. They have developed a very ambitious training plan, which impacts not just on the city but the wider city region.”

John Mothersole, Chief Executive of Sheffield City Council



Achievements and benefits 2003–2009

10

During the first **five years** of the partnership, Kier Sheffield LLP has worked hard to deliver and drive forward the highly original concept of this ground breaking partnership. This partnership has targets designed to take us into a new era of public/private administration, with pioneering ambitions to capture the positive impact and potential of partners which is embedded within our Corporate Social Responsibility Policy.

The achievements and benefits of the LLP are remarkable in terms of the depth of investment in the local economy. The headlines speak for themselves:

- 25,000 training days delivered to the workforce
- Over 150 apprentices aged 16 to 24 employed
- Ground breaking programme targeting Looked After Children (LACs) developed and delivered
- 79 long-term unemployed adults employed
- 1,200 disaffected young people participated in City Stewardship programme – 67% re-engaged
- Over £100,000 raised for local charities
- 98% of workforce have a Sheffield postcode
- 81% of materials are purchased locally – £29m invested in local suppliers
- 70% of subcontractors have a Sheffield postcode – £16m invested in local companies
- Over 80 employment opportunities created for disabled people
- 6,000+ work experience days delivered to 14 to 16 year-olds
- 14 to 16 Construction Design Centre supported on Kier Manor Lane site
- Achieved Charter Mark standard for customer service in February 2008 – the only construction company in the country to achieve this award



Case Study Alison Tew – TUPE Transfer



On leaving college Alison began her career with Sheffield City Council. She progressed from the typing pool to become secretary to the director of housing. She left the Council to work on the World Student Games bid in 1991, and then became PA to the managing director of T W Ward Machinery (an international machine tool supplier).

She moved from there to other private sector organisations and returned to Sheffield City Council direct services in a job share role as PA to the head of direct services. In 2003 Alison transferred from direct services to Kier under the TUPE arrangements and became PA to the managing director and finance director of Kier Sheffield LLP.

She comments: "After several years working as a PA, I decided to go back to college and with the full support of Kier I was able to study business management at Sheffield College and attended for half a day per week for a year. I thoroughly enjoyed my revisit to education and was thrilled to achieve my Management Level 5 Diploma – thanks to the help and support of colleagues at Kier who provided me with lots of information and guidance throughout."

During this study year Alison decided a change of job was now in order. She was successful in achieving promotion to senior bids co-ordinator within the business development team of Kier Building Maintenance and hasn't looked back.

"I love my new job and the increased level of responsibility that comes with it. Teamwork is very important in co-ordinating tenders – Kier is a good team to be involved with."





“These outstanding achievements have contributed to the overall success of the city and established Kier Sheffield LLP as a pioneering and award-winning company, with a reputation for innovation and success.”

**Teresa Jolley, National CSR Manager,
Kier Building Maintenance**

Awards 2003–2009

12

Awards

The following is an illustration of the awards and accolades which Kier Sheffield LLP has won over the last five years – a tribute to the quality of the partnership and its people.



People and Places Awards 2003–2008

Case Study Effective Partnerships



Public/Private Partnership of the Year 2005



2006-2007 Transforming the Delivery of Services Through Partnerships



UK Winner National Training Awards 2008

Kier Sheffield LLP has delivered on innovation, community benefits and enhanced service delivery through effective partnership working. Over the last five years, this has been acknowledged at the highest level, with the partnership winning a number of local, regional and national awards and recognition.

"We are particularly proud of our partnership achievements, which are a powerful testimony to the enormous commitment of everyone involved in the Kier Sheffield LLP. We look forward to winning many more awards in the future!"

Simon Bullen, Regional Director

Local Government Chronicle Award

Public Private partnerships are at the forefront of some of the most exciting developments in local government. The LGC Awards for this category provide a showcase for partnership achievements and give councils an opportunity to celebrate the use they have made of business partnerships during the year.

In 2005, Kier Sheffield LLP was highly commended as Public/Private Partnership of the year at the annual LGC Awards ceremony. The award was based on the quality of the

partnership, its success in improving service delivery and its innovation in making a positive contribution to the local community.

Beacon Status for Sheffield City Council/Kier partnership

In 2006/7, in recognition of its innovative partnership with Kier, Sheffield City Council was acclaimed as a Beacon Council.

Beacon status is a prestigious scheme set up by the government to promote excellence in local government and services that are seen to be the best in their field.

The decision was made following a rigorous assessment process which took place over a six month period involving the Council, Sheffield Homes and Kier Sheffield LLP (and which also included consultation with local tenants and residents).

National Training Award – Partnership and Collaboration

In 2007 and 2008, Kier Sheffield LLP was judged by a panel of regional and national judges to be 'the most exemplary and inspirational example of partnership and collaborative working across the whole of the UK'. The judges were particularly impressed with the significant contribution that the partnership was making to the local community, along with strong elements of training best practice and further developmental potential for the future.

Case Study

Anthony Clarke – City Stewardship Programme



Anthony studied at Birley Community College until he was 16, but felt he did not want to pursue a traditional route into further education as his strengths lay in more practical activities.

He joined the City Stewardship programme at Kier, working with the painting and decorating team involved in the refurbishment of empty properties.

Having gained an NVQ in painting and decorating, Anthony became one of the highest achieving City Stewardship learners on the programme and was put forward for a trainee position in the stores department of Kier Sheffield.

He combined this work with a two-year NVQ level 2 in warehousing and distribution. Owing to his enthusiasm, initiative and commitment, Anthony completed his qualification in 18 months and, as a result, was rewarded with a full-time position in stores.

Anthony commented: "Without the City Stewardship programme I would not have had the confidence or the opportunity to do the job I do now at Kier Sheffield. My supervisor encouraged me to believe in myself, which helped me a great deal. This has made a huge difference to my life."

Priorities 2009 – 2014

13

Kier Sheffield LLP is committed to maintaining its outstanding record of achievement from 2009 to 2014, ensuring that its business service needs are closely aligned to the wider needs of the city and the priorities within the city's Corporate Plan and the Local Area Agreement.

These will be subject to changes to national and local Government priorities, funding streams and business performance. The following have been identified as areas of future priority:

◎ Young people

◎ Adults/skills

◎ Environment

◎ Community

◎ Marketplace



Commitments 2009–2014

14

Young people

Focus on equality and diversity
Maintain City Stewardship programme
Recruit apprentices
Expand the Looked After Children programme
Deliver work experience for 14 to 16 year olds
Support the Construction Design Centre
Support 14 to 19 year old Diploma delivery
Deliver the Sheffield Pledge commitments
Sponsorship of Celebration of Success Awards
Partner with the Prince's Trust
Sponsorship of the "STAR" Awards

Adults/skills

Focus on Equality and diversity
Sign Local Employment Partnership (LEP)
Support a National Skills Academy
Offer work experience for unemployed adults
Target lone parents through the LEP
Deliver programmes targeting females
Support disabled people into the workforce
Continue a programme of workforce development
Mentor ex-offenders to gain employment
Recruit graduates into the business
Target black and minority ethnic people through the LEP

Environment

Achieve ISO-14001 standard
Measure and report on carbon footprint
Achieve "Carbon Trust" standard
Reduce supply chain environmental impact

Produce a travel plan for the business
Expand the Sustainability Centre
Deliver community projects
Develop an Eco-Homes project
Support 14 to 19 year old Diploma delivery

Community

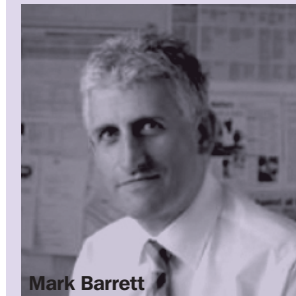
Focus on equality and diversity
Membership of local strategic groups
Work with Business in the Community
Continue sponsorship of events
Support local charities
Deliver resident events

Marketplace

Deliver supply chain events
Continue financial investment in supply chain
Support local social enterprises
Undertake business mentoring
Develop equality and diversity accreditation in the supply chain



Case Study Children Leaving Care Programme



Local authorities' 'corporate parenting' role, which they take on for young people in the care system in their area, is taken very seriously.

Young people leaving care are often disadvantaged and underperform at school, and are under-represented in further and higher education and in securing and maintaining sustainable careers.

All young people leaving school and entering employment face barriers to work and learning – evidenced by the high numbers of young people who are NEET – not in education, employment or training. But young people who have been in care face further barriers to work and learning.

Through our partnership with Sheffield City Council, Kier shares the authority's responsibility as corporate parent, almost becoming the 'corporate uncle' to young people leaving the care system. Kier's programme provides a 'wraparound' support package to young people leaving care

and entering employment. The programme operates through a local partnership between:

- Children and Young People's Services (Leaving Care Team) providing personal and pastoral support
- Sheffield Homes providing support with housing and accommodation needs
- Kier Sheffield LLP providing a job and training – often through the mainstream apprenticeship route, but not exclusively.

The partnership reviews the progress of the young people on the programme each month, addressing any issues or barriers that threaten to 'derail' the young people and stop them from achieving or continuing in work. In this way, Kier Sheffield LLP makes a valuable contribution to improving the lives of young people leaving care in the city.

"The partnership arrangements between the Permanence and Throughcare Service and Kier have been key in promoting and supporting the needs of care leavers within the work placement and in supporting young people in meeting their emotional and practical needs. Underpinning this approach has been both agencies' development of a shared ethos and commitment to support young people. A collaborative approach has been fostered as to a shared responsibility to support young people in a timely way, to avoid crises developing."

Mark Barrett
Service Manager, Permanence & Throughcare Service

Case Study

Target hardening – City Stewardship



The target hardening initiative within the City Stewardship programme has had a positive impact on both the learners and the local community, making properties more secure and less susceptible to repeat burglaries.

Taking referrals directly from South Yorkshire Police following a burglary or attempted burglary, City Stewardship teams provide a 72-hour response service which sees at-risk properties fitted with door and window security, and smoke alarms.

During the first five years of this initiative over 3,750 homes have been target hardened, providing extra security and reassurance to tenants and residents and valuable work experience for the young City Stewardship learners.

In the Foxhill estate in the city, this initiative reduced domestic burglaries by 30% in the first year and then 7% a year in subsequent years.

Of the 187 properties target hardened in quarter 1 of 2008, only six were affected by repeat burglary, which equates to just 3%.



Kier Sheffield LLP wins Green Apple Awards

The Green Organisation is an independent, non-political, non-activist, non-profit environmental group dedicated to recognising, rewarding and promoting environmental best practice around the world.

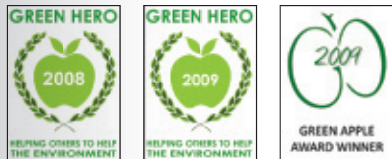
They are best known for organising the International Green Apple Environment Awards – one for environmental best practice, and one for enhancing our built environment and architectural heritage.

The Green Apple Awards are now in their fifteenth year - recognising, rewarding and promoting environmental endeavours and initiatives at all levels.

Kier Sheffield LLP has had great success in the last three years, winning four awards.

In 2007, it won its first award for the work carried out to improve the LLPs environmental performance from the point of transfer in 2003.

2008 saw the partnership win an award based around the environmental and community work undertaken by the City Stewardship programme that we manage.



And finally in 2009 the LLP won two awards, one for helping deliver the new Government Construction and the Built Environment Diploma and secondly for delivering the communal heating boiler replacement programme across the whole of the city's housing stock.

This programme reduced the number of boilers required around the city, increasing the efficiency of the service, cutting energy (gas) usage and drastically cutting carbon dioxide emissions.

Case Study Kier Sheffield Sustainability Centre



Kier Sheffield LLP has developed a Sustainability Centre at the Manor Lane site in order to demonstrate renewable energy alternatives and sustainable design techniques, such as different methods of insulation, generating solar hot water and producing natural lighting. The centre is open for the LLPs clients and customers to visit in order to experience first hand, sustainability in action. Future plans include using the centre as a training facility for renewable energy installation techniques.

During 2008/9 the centre has also been used for supporting the delivery of the new Diploma qualifications.

Kier managers designed and delivered a number of training sessions on behalf of the construction industry to groups of 14 to 16 year-olds undertaking the new Construction and Built Environment diplomas.

The sessions were on waste management, sustainable energy innovations and the Considerate Constructors Scheme. They included a tour of our waste transfer station in Sheffield and Kier's in-house Sustainability Centre where they could see solar systems actually working.

The sessions started with an eco quiz to get everybody involved, followed by presentations, group discussions and site visits. The other organised site visits were to several local Kier construction sites.

The training allowed Sheffield school children attending the Construction Design Centre to experience the real thing and not only see it from a text book perspective. We hope that this will help future generations deliver the real changes required to reduce carbon emissions and to mitigate against the effects of climate change.

Kier Sheffield has been awarded the international Green Apple Award by The Green Organisation in November 2009 in recognition of its innovative approach, its community engagement and its contribution to the sustainability agenda.

Fig.1 Eco-Management Audit Scheme

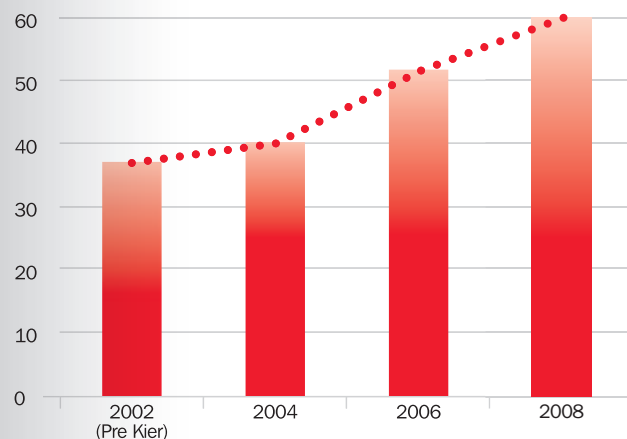
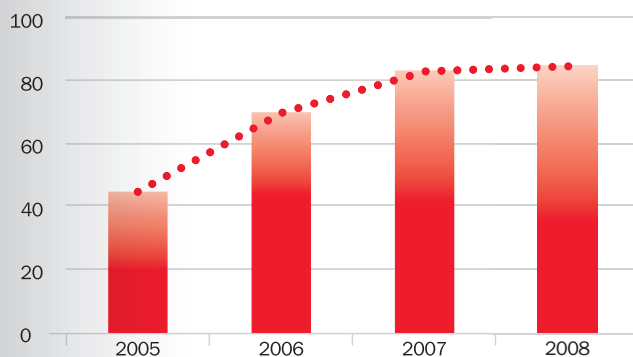


Fig.2 Environmental Bitc Score



Continual Improvement

Sustainable development is development that improves the quality of people's lives, but aims to do so as far as practicable in harmony with the environmental systems upon which we and future generations depend for our survival.

Sustainable development will not happen by accident. It will only occur when environmental considerations are integrated fully and effectively into the daily management of all organisations and individuals and the economic and social decisions we continually make.

Sheffield City Council use the EU Eco-Management and Audit Scheme to provide a framework for the integration of environmental sustainability into the workings of all the City Council's services. The scheme ensures that as they work to deliver their goals they take every practical opportunity to improve and maintain the quality of both our local and global environments.

A key part of this process is the establishment of new and innovative partnerships with other organisations to achieve specific goals. We at Kier Sheffield LLP therefore, aim to deliver a high quality construction and maintenance service to the City Council, recognised as being best in class.

The partnership applies a range of principles, including a commitment to people and the environment and the setting of demanding standards within a challenging performance management framework.

The environmental strategy team, at Sheffield City Council has monitored our progress and we have shown year-on-year improvements and this success have been reported back to the City Council as the benchmark other partners should aspire to (see *fig.1*).

Kier Sheffield LLP enters the Business in the Community Environmental Index for Yorkshire and Humber. This index benchmarks companies and other organisations within the region against their peers, based on their environmental management and performance in key impact areas.

This measures our environmental performance not only against our business sector but across a wide variety of businesses.

The results have shown continual improvement over the four years we have entered.

We have been awarded two 'significant improver' awards and one climate change champion award along the way.

We are currently placed in silver position (see *fig.2*).



“The overriding focus of this 5 year Plan is to support people and the places in which they live: people in our local communities; old and vulnerable people; children and young people; working people and unemployed people; residents and tenants; business people; disabled and disadvantaged people... our people.”

Simon Bullen, Regional Director, Kier Sheffield LLP

Case Study

Mohammed Amin Ahmed –
worklessness pilot



A Burngreave man who was struggling on income support has secured a full-time job thanks to the help of an innovative employment project.

Kurdish refugee Mohammad Amin Ahmed (40) has lived in Sheffield since 2003. He approached Burngreave Opportunities (BOPPS) and is now working full time having achieved his NVQ Level 2 in carpentry and joinery. Mohammad is currently studying adult literacy through Kier.

Says Mohammad: "I left my wife and 16-year-old son behind to come to the UK, so it was a massive decision. But there is too much war in my country and no jobs, so I just wanted the opportunity to build a better life for me and my family. At first, finding work here was a real struggle and I was on income support but still desperately trying to get a job in the construction industry.

"Back home I was a qualified electrician with over 20 years' experience. I also did tiling, plastering and general building so wanted to put my skills to good use over here.

"BOPPS helped me to get my CV in order and put me in contact with Kier. My position allows me to get practical experience on the job.

"It is my dream job and I hope to continue with my work and studies so I can progress enough to bring my family over to Sheffield which will mean we can all be together."

Kier training officer Andy Biggin has been supporting Mohammed since he began the pilot. He says: "Mohammed is typical of many people who find the traditional route into work blocked and he is progressing very well on site.

"He regularly drives company vehicles and is becoming fully conversant in Kier working practices, so we are confident he will make excellent progress and be an asset to Kier in the long term."

Summary

Kier Sheffield LLP, having delivered a ground breaking, innovative, award-winning approach to maximising the socio-economic benefits of the partnership over the last five years, is at a defining moment in time.

As the great city of Sheffield itself faces many challenges over the next five years, so Kier Sheffield LLP must tackle similar challenges linked to shrinking markets and a changing business environment.

However, through the quality, strength and depth of this unique partnership between Sheffield City Council and Kier, our commitment to continuing to make a positive contribution to economic well-being and to the creation of sustainable communities in the city remains paramount.

Captured within this plan are targets and outcomes which will demonstrate the on going tangible commitment of Kier Sheffield LLP to support the further development of economic prosperity in the city. These targets are designed to support the aspirations of the city encapsulated within the Corporate Plan "A City of Opportunity" and to help to achieve the challenging targets detailed in the Local Area Agreement for Sheffield.

However, the overriding focus of this five-year plan is to support **people and the places in which they live:** people in our local communities; old and vulnerable people; children and young people; working people and unemployed people; residents and tenants; business people; disabled and disadvantaged people... **our people, our future.**



'Since Kier took over, residents have been more interested in getting involved as now it feels like somebody is listening. There is definitely better communication now. We could never talk to people at the top before, and it's good to know that we now have someone who can really do something about a problem.'

Yvonne Collins, Tenant board member, Sheffield Homes