

Site Address: ABBEY ROAD LONDON NW6 4DP

Planning Ref Number: 2022/2542/P

Developer: London Borough of Camden

Main Contractor: Wates Construction Limited

Build Value: £60,623,086.22

Planned Start Date: 17/04/2023

Planned Completion Date:

Planned Completion: 04/08/2025

Completion Date: 01/09/2025

1. Introduction

The London Borough of Camden is well placed to support developers and contractors to meet the outcomes identified within the Employment, Skills and Supply Plan (ESSP). The Council has embedded this approach in our S106 development and capital works. This methodology sets minimum outcome targets related to both the scale and type of development.

Contractors and developers are required to submit an ESSP as part of their contract/planning obligation. These plans include the employment and skills benchmark targets, a target for local supply (supporting local businesses to bid for contracts) and a method statement outlining how the developers will work with the Council to deliver these targets.

The ESSP places a requirement on the developers to work with the Council on all end use vacancies, providing job descriptions at least three months prior to recruitment.

This approach provides a framework for employment and skills delivery to bring together all partners involved in a project to co-ordinate skills needs and training delivery for the borough. This ensures that the core objective of supporting employment and skills development for local residents is taken forward on a site specific approach.

Organisations undertaking capital works in the borough are required to produce a project specific ESSP and accompanying method statement. This details how organisations will approach the delivery of these outcomes and identify any additional outputs they consider achievable. The ESSP can be broken down into 3 key areas:

1. Training Opportunities
2. Employment
3. Procurement

This approach is of considerable benefit to companies by creating a strategic education partnership combined with a job brokerage service. The model supports existing high-quality training which meets employer-defined standards, helping to encourage increased investment in training in the borough.

2. Benchmark – Employment and Skills Outcomes

The benchmarks in the table below should match those in the S106 legal agreement, which are based on project contract values. Organisations are to use their own judgement as to what additional outputs they consider achievable in relation to the project.

Output	Total over duration of development
Apprentices – new starts	17
Apprentices – existing apprentices	<i>n/a</i>
Apprentices – end use	<i>n/a</i>
Construction apprentice default contribution (value per apprentice)	£28,900
School visits and workshops	9
Work experience – 14-16 years	5
Work experience – 16+ years	15
Employment – number of roles created	18
Locally procured goods and services (value in £s) <i>This should represent 10% of total build value</i>	10% - £6,062,308.62

3. Definitions used in this document

Apprentice new starts Individuals who have been recruited as part of the project and are employed on an apprenticeship programme recognised by the relevant sector skills council.	Existing apprentices Individuals who are already employed by the developer or contractor on an apprenticeship programme recognised by the relevant sector skills council.
End use apprentices Individuals to be employed as part of a recognised apprenticeship programme during the end use of the building.	Construction apprentice default contribution The fee to be paid to the council per construction apprentice in lieu of provision, stated in the S106 legal agreement
School visits and workshops Visits and educational workshop activities that are delivered by the contractor or their supply chain within the school or college, or on site. This is to support the Construction & Built Environment Diploma and other relevant areas of the educational curriculum.	Work experience Work experience placements, paid or unpaid, which may include university student placements on larger projects
Employment – number of roles created Individuals resident in Camden who have been directly appointed to work on this project. This could include Job Centre Plus pre-employment initiatives.	Locally procured goods and services Goods, materials and services procured from Camden borough-based businesses; this may include trades and Camden branches of builders' merchants.

4. Method Statement

Please provide a method statement below setting out how the organisation intends to deliver the ESSP. The method statement should be restricted to **700 words** and clearly set out the proposed approach for delivering skills development against the output categories covering the following areas:

i. A named contact in the organisation who will be responsible for managing the ESSP

Our Regional Social Value Manager will be responsible for managing the training programme. Working closely with an onsite Social Value Champion; they in turn will forge outstanding working relationships with the authority team, educational providers, and all other local agencies, supporting the authority customers to overcome barriers and challenges.

ii. Which trades or occupational areas will be offering apprenticeship opportunities

Our supply chain is key in our delivery, we have a dedicated process to work with our sub-contractors before the final tender stage. Our Regional Social Value Manager will create a table of requirements and calculate the targets against each sub-contract value. This is discussed with the commercial team to add to the tender documents and discussed in a face-to-face meetings, to provide information and guidance. Guidance sheets will be amended in accordance with local references. A monitoring tracker review will take place. The Employment and Skills requirements will be included in the sub-contractor orders and prerequisite of the tender process.

Trades or Occupational areas offering apprenticeship opportunities will be based around the core traditional building skills, ensuring that all trade areas are experienced, such as:

- Bricklaying
- Carpentry including window fitting, kitchen fitting, first, second fix and finals.
- Plastering including studwork erection, plasterboard fixing, insulating, and plastering
- Plumbing and Electrical
- Additional apprenticeships in Decorating, Tiling and Groundwork's
- We offer higher apprenticeships and a graduate scheme, that is an extremely professional structured programme.

The target outputs will be delivered by Wates Residential (WR), their supply chain and in partnership with key the authority stakeholders. Ensure that all sub-contractors meet with key stakeholders / training providers, so all parties have a great understanding of the requirements and obligations which are being asked of them.

iii. The types of apprenticeships that will be offered, broken down by trade

Further detail can be found on attachment Appendix 1 for full breakdown.

iv. How the target outputs as set out in the ESSP will be delivered

Our methods of delivery of all employment and skills initiatives, is to build partnerships. Working with the authority, Employment and Skills Partnerships / Construction Advisory Groups (CAG) leads in the first instance in supporting us; with signposting us to key stakeholders, E&S partnerships, local organisations and agencies. Once the mapping has taken place, we will create processes to support the advertisement and referrals of opportunities for the residents of Camden.

Wates residential will attend regular meetings with the London Borough of Camden providing progress updates, delivery status and reviewing monitoring forms ensuring compliance with the table of requirement targets. Wates will keep in close communication with Camden with upcoming programmes

and their requirements. Working closely with Job brokerage teams; attending job fairs when required. Also assisting in recruitment selection progress and taking part in interviews.

Wates Residential and our sub-contractors will provide information about all vacancies arising because of the Construction Phase of the Development to the King's Cross Construction Centre. The King's Cross Construction Centre will be notified of all vacancies, arising from the building contract for the Development for employees, self-employees, contractors, and sub-contractors. The King's Cross Construction Centre is supplied with a full labour programme for the lifetime of the Development refer to (Appendix 1) and with six-monthly updates demonstrating what skills and employment are needed through the life of the programme, and measures to ensure that these needs are met as far as possible through the provision of local labour from residents of the London Borough of Camden. The Council is provided with a detailed six-monthly labour return for monitoring the employment and self-employment profile of all workers referred by the Kings Cross Construction Centre and employed during the Construction Phase.

Wates Residential is dedicated to supporting London Borough of Camden with their economic growth strategy and adhering to the local procurement code. We will be delivering several initiatives in reaching Camden based supply chain and surrounding boroughs. We are committed to utilising a local supply chain that can offer the best solution and best value. It is our policy to prioritise selection of suppliers, businesses, materials, and people from local communities for all our projects. Being family owned, we believe business should be a force for good. We take a long-term perspective and are committed to strengthening the communities in which we work. In turn creating economic growth and business development.

v. How any health and safety issues will be managed

Health and Safety issues will be managed with full concise risk assessments and method statements will be in place for tasks, equipment, and staff roles. Full site induction will take place with all operatives and visitors prior to entering the site. There is a specifically tailored induction for young and inexperienced people joining the site team. In addition to the inductions, there will be regular 'Toolbox Talks' given by the site trades supervisors to ensure each, and every trainee fully understands the correct technique of carrying out their allotted tasks, before commencing that task. Supervisors and more experienced staff will be constantly monitoring and mentoring / coaching to guarantee they are competent and capable of carrying out the task in hand.

Each apprentice will shadow the Site Manager and Wates' Health & Safety and Environment Managers during their regular inspections of the site, to gain an improved understanding, increase their site health and safety knowledge, as well as capturing a broader awareness of safety requirements, obligations and compliance.

vi. What actions will be taken to ensure the requirements are cascaded down to trade contractors working on the project to ensure compliance

The ESP method statement and target outputs will be shared with all the trade sub-contractors as part of the tender process. This will ensure all the requirements are discussed and agreed with eventual inclusion within the subcontract documents included in their contracts. It will be further enforced and cascaded down as plan of the 'plan right meeting'. These meetings are held with every subcontractor prior to commencing works and finalising contracts.

vii. How compliance will be managed with respect to trade contractors

All trade subcontractors will be required to submit monitoring forms on a regular basis to WR demonstrating their compliance with the ESP, providing progress updates, sharing successes and highlighting any concerns. Wates Residential (WR) provide sub-contractors with a monitoring tool which they will be able to record their raw data easily. WR will hold the responsibility of collating the data and the reporting tool will be submitted to the Camden team on a quarterly basis.

Additional employment and skills measures that will support the Employment & Skills Strategy

Please set out any additional employment and skills support the organisation would be willing to provide and/or suggest how the approach to delivering against the areas outlined within the ESSP template will provide additional value. **(Max 350 words)**

Additional employment and skills measures that will support the Employment & Skills Strategy:

There are significant opportunities to invest in developing a new generation of skilled operatives to benefit both Camden and the wider built environment. We have set ourselves additional specific recruitment, education, and training objectives:

- Addressing skill shortages with a specific focus on a wider education programme that will run through the schools from year 6 upwards. Creating aspiration and supporting Camden schools/colleges with their attainment levels.
- Alongside the WEX we will be offering site visits supporting and enriching college/ Uni student's, classroom learning.
- Running Pre-employment programme(s), with a key focus on reaching NEETS and individuals that are unemployed
- Driving the apprentice agenda and reaching out to those who face barriers to employment
- Maximising opportunities for under-represented groups, including women, BAMEs, LGBT and disabled. This will include working closely with local organisations.
- Targeting over-50s and career returners – currently an untapped market
- 'Making construction a career of choice not chance' – working with local partners to increase the reach and impact on delivery.

Our supply chain delivers most of our project values, so we will closely align all our programmes and initiatives and cascade them down via our subcontract agreements and supply-chain management processes to maximise the impacts.

5. Output Monitoring

Using this page as a template, please provide a **monthly** monitoring update detailing progress made towards delivering the ESSP targets.

Employment and Skills areas	Date and Target	Actual performance
Schools / College Engagement		
1. School/College/University Site Visits		
1a. Site visits – No. of students		
2. School/College Workshops		
2a. Workshops – No. of students		
Work Experience		
3a. 14-16 years		
3b. 16+ years		
Apprentices Employed– New Starts		
<i>Carpentry and joinery</i>		
<i>Mechanical</i>		
<i>Electrical</i>		
<i>Groundwork</i>		
<i>Painting and decorating</i>		
<i>Other please add...</i>		
<i>Total apprentice starts</i>		
5. Existing apprentices		
6. Employment – (number of Camden residents supported into employment)		
7. Value of local procurement £'s		

Please provide an update on the performance detailed in the table above.

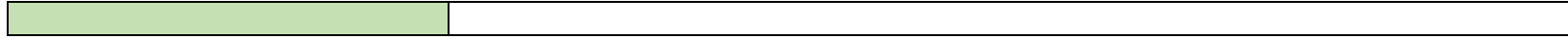
6. Employment & Skills Plan

Development Name: Abbey Road Phase 3

(This should be completed for each calendar year of the development – **Full delivery plan of entire project can be found on Appendix 1 – Social Value Delivery Plan**)

2023/24

Employment and Skills areas	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	Total
1. School/College/University Site Visits			1					1				1		3
1a. Site visits – No. of students			10					10				10		30
2. School/College Workshops							1	1			2	2	1	7
2a. Workshops – No. of students							10	10			20	20	10	70
3. Work Experience														10
3a. 14-16 years				X1			X1				X1			3
3b. 16+ years		X1	X1	X1		X1		X1			X1	X1		7
4. Apprentices – New Starts (breakdown into specific trades)														
<i>Drylining</i>													X3	
<i>Plumbing & Electrical</i>														
<i>Groundworks</i>				X1							X6			
<i>Frame</i>								X3						
<i>Scaffolding</i>												X1		
Total apprentice starts														14
5. Employment – (number of Camden residents supported into employment)				X3				X1			X6	X5	X8	15
6. Value of local procurement £'s	Refer to Appendix 2 Procurement Strategy													



8. Contacts

Construction Apprentices and Job Brokerage

Kings Cross Construction Skills Centre is the primary point of contact in relation to sourcing local apprentices and construction operatives. It has a dedicated team to support Construction Recruitment. This free service has considerable experience of supporting contractors to employ appropriately qualified job ready candidates and apprentices.

The team works with the wide range of partners providing employment and skills services working in the borough. Vacancy details are circulated to every provider serving borough residents with the centre managing quality control/sifting applicants to ensure that only job ready clients are matched to employer opportunities.

Contact: Anita Khan, Employment and Training Coordinator

Anita.Khan@camden.gov.uk, 0207 974 5169

Supply Chain

The Council is committed to working with local partners to support new business starts, assist existing businesses to grow and promote inward investment into the borough. The Council is keen to promote local supply chain opportunities. The borough is home to a diverse range of suppliers, including both construction and manufacturing.

Through its work with local partnerships, the Council will endeavour to ensure local businesses are aware of the work opportunities and quality standards arising from the service needs of the construction and business operations.

It is the Council's expectation that major suppliers to the council will demonstrate their commitment to engage with local businesses to supply goods and services. This will range from construction-related work through to services and manufactured goods. We would aim to achieve as much local procurement as is practical and economic to do so.

Contact: Tebraiz Shahzad, Inclusive Economy Project Officer

Tebraiz.Shahzad@camden.gov.uk, 020 7974 1987

End Use Apprenticeships

Our Camden Apprenticeships team works in partnership with local employers and training providers to offer apprenticeships for local people of all ages. They provide tailored support through from the application process to completing the apprenticeship with the employer.

Contact: Nina Scuffil and Joanne Maunton, Apprenticeship Coordinators

apprenticeships@camden.gov.uk, 020 7974 8778