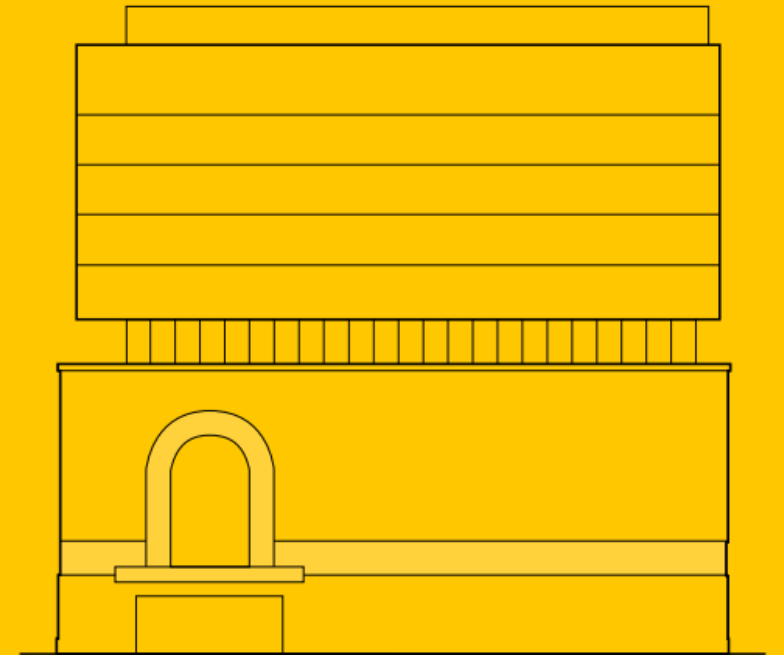


# SOCIAL IMPACT AT SAVILLE THEATRE

AN EMERGING STRATEGY

FEBRUARY 2024



# EXECUTIVE SUMMARY

This Social Impact Strategy has been prepared by Montagu Evans on behalf of Yoo Capital, with input from project partners including Cirque du Soleil, citizenM, Incipio, Kier, and SPARCC, to develop concepts for how social impact can be delivered through the Saville Theatre redevelopment project.

The mission of the redevelopment of the Saville Theatre has social purpose at its core – to invest in a Grade II heritage building, open up the site for vibrant public use, and breathe life back into the architecture through the reinstatement of the theatre. However, we recognise that realising the full social benefits of the scheme will go beyond the design of bricks and mortar. Therefore, this Strategy reflects on the various avenues for achieving local social impact, with a particular focus on creating opportunities for the local resident and business communities.

To achieve this, the Strategy follows best practices set by the Global Green Building Council. It reflects on the scopes of social value relevant to the project, spanning from the development and construction phases through to the ongoing operation of the building and interaction with the local community. Additionally, the Strategy utilises the *We Make Camden* ambitions set by Camden Council to guide the focus of activities and projects set to be undertaken by the project partners:

1. *Camden is a borough where every child has the best start in life;*
2. *Camden's local economy should be strong, sustainable, and inclusive – everyone should have a secure livelihood to support them to live a prosperous life*
3. *Camden should be a green, clean, vibrant, accessible, and sustainable place with everyone empowered to contribute to tackling the climate emergency;*
4. *Camden communities support good health, wellbeing and connection for everyone so that they can start well, live well, and age well;*
5. *Camden actively tackles injustice and inequality, creating safe, strong and open communities where everyone can contribute.*

Considering the levers for change available to us, as well as these broad ambitions set by the Council, has led us to devise a number of emerging flagship social impact projects, which are detailed in this strategy. **In summary, these projects consider:**

- **Internal Practices:** Considering how Yoo Capital and partner organisations can drive internal practices focused on breaking barriers through equity, inclusivity, and diversity policy; a commitment to a Just Transition through training programs, investment in innovation; environmentally conscious practices; and supporting young talent from diverse backgrounds.
- **Supply Chain Practices:** With a focus on the construction phase, considering how to drive best-in-class practices beyond statutory commitments. Partnering with Kier, initiatives include attracting, retaining, and promoting diverse talent, creating training opportunities for Camden residents, promoting health and well-being, fostering a circular economy, and investing in young talent.
- **Design Ethos and Core Usage:** Reflecting on the design ethos of the building and its operations which aim to generate social impact. Emphasis is placed on promoting physical and social inclusivity, prioritising Camden-based operational supply chains, promoting healthy design and operation principles, addressing social isolation, and supporting local artists to promote vibrancy in Camden.
- **Community Interaction:** Positioning how social impact is delivered by activity which extends beyond the building's walls to engage with local communities. This involves outreach, partnerships, and initiatives to spread the joy and opportunities that theatre presents, as well as creating placemaking opportunities for Camden.

Yoo Capital and project partners are committed to collaborating with local communities, organisations, Camden Council, and other institutions to refine and deliver this Social Impact Strategy, and ensure the project's success in delivering social impact for Camden and London.



# INTRODUCTION – SOCIAL IMPACT AT SAVILLE THEATRE

The Saville Theatre redevelopment project is an exciting opportunity to create a new world class performance space within The Saville, a Grade II listed former theatre building in Camden, currently supporting a low quality four screen cinema space.

When it first opened its doors in 1931, the Saville Theatre was the largest theatre in the West End. It has a rich cultural history and a legacy of live performance across generation defining moments of British history, and until the final live performance in 1970. The Saville had long provided traditional plays, musicals and live music where culture and art came together to create inspiring experiences. Although designed as a live performance venue and operational for 39 years, the Saville has not been used for its original intended purpose for over 54 years.

Yoo Capital acquired the Saville Theatre in 2021 with the intention of returning it to a live performance venue, supported by ancillary uses. Since then, this vision has been retained and progressed, and it is the ambition of this project for The Saville to once again become part of the West Ends vibrant artistic community. The Proposed Development would become the first UK-based permanent home of Cirque du Soleil, a mission-oriented, contemporary circus producer. The development will also create a boutique hotel space, to be operated by citizenM, a boutique hotel operated with a clear social value strategy.

This Social Impact Strategy has been prepared by Montagu Evans on behalf of Yoo Capital, with input from the project partners - including Cirque du Soleil, citizenM, Food and Beverage operator, Incipio, Kier contractors, and project architects, SPARCC. The ambition of this Strategy is to consider how together, Yoo Capital with the project partners can maximise the social impact opportunities of project, considering opportunities from construction through to how Saville Theatre will fundamentally be used and interact with the local community, and create socio-economic opportunities for Camden and wider London.

# INTRODUCTION CONT.

The Proposed Development will include part-demolition, part-retention and stabilisation and refurbishment of the existing grade II listed building. New basement levels will be excavated to accommodate the theatre, with the introduction of ancillary retail and theatre lobby, box office and front of house facilities at ground floor level. Specifically, the Proposed Development comprises the following elements:

- Extensive refurbishment of the listed building façade;
- Demolition and reconstruction of north façade;
- Excavation of two additional basement levels;
- Erection of 6-storey roof extension include set back at upper floors;
- Creation of a new 6,154 sqm hotel for citizenM;
- Provision of 2,239 sqm of theatre space, comprising Cirque du Soleil's first permanent UK home;
- Ancillary retail at ground floor level, associated with the theatre use; and
- Addition of 2,046 sqm ancillary floorspace, including servicing facilities and cycle parking.

A core mission of this project is in how we can **reach and inspire people** through the several different components of what Saville Theatre will have to offer through the restoration of a grade II theatre space open to – and actively interacting with – the public, as well as through the hotel and food and beverage offer.

Each of the partner organisations which Yoo Capital have partnered with to realise this vision are each **dedicated to being the best in class** at delivering social impact for the communities they work with, whilst also upholding highest standards relating to our own organisational practices around equality, diversity and inclusivity, as well as modern slavery. As stakeholders in this project, success will hinge how we can **align priorities and work collaboratively towards shared goals**.

We understand the importance of **open dialogue, building trust, and nurturing mutually beneficial relationships with all stakeholders**, including residents, businesses, Camden Council and community organisations. By harnessing our collective expertise, resources, and commitment, we hope to unlock the full potential of the scheme and **ensure its long-term success**.

This strategy aims to recognise what has been committed through S106 and go beyond it, to apply **careful consideration to maximise the impact of social value projects** and approaches to leave a legacy of positive change. As such, we expect this Social Impact Strategy as a useful bedrock to become an evolving Community and Place strategy and shape the development for years to come.



# WHO WE ARE

To develop a comprehensive Social Impact Strategy, it is important to recognise that the delivery of social impact extends far beyond the activity and completion of a development or construction project. The creation of social impact is instead intrinsically linked to a **collaborative effort that spans the entire lifecycle of development**. This is why we as Yoo Capital, we have engaged collectively with the future tenants of Saville Theatre, as well as with our supply chain partners in designing this Strategy.

This strategy establishes how Yoo Capital have considered social impact opportunities of the project **collectively** with partners involved in this strategy from development, conception and construction through to operation and ongoing stewardship. The Strategy has been developed considering the mechanisms, or 'levers', available to deliver social impact. Many of the ambitions explored in this strategy will feature in our S106 agreement and future leases with tenants, to cement our social value aspirations.

**yoo** CAPITAL

**ROLE:** DEVELOPERS

**SPECIFIC SOCIAL IMPACT LEVERS;**

- EMPLOYMENT
- STRATEGY
- DESIGN
- ENGAGEMENT
- LEAD PLANNING APPLICANT
- DRIVING LEGAL & LEASE AGREEMENTS

CIRQUE DU SOLEIL.



**ROLE:** THEATRE TENANTS

**SPECIFIC SOCIAL IMPACT LEVERS;**

- EMPLOYMENT
- TRAINING
- OUTREACH
- ENGAGEMENT



**ROLE:** HOTEL OPERATORS

**SPECIFIC SOCIAL IMPACT LEVERS;**

- EMPLOYMENT
- TRAINING
- SUPPLY CHAIN
- STEWARDSHIP
- ENVIRONMENT

**INCIPIO**

**ROLE:** THEATRE F&B OPERATORS

**SPECIFIC SOCIAL IMPACT LEVERS;**

- EMPLOYMENT
- TRAINING
- SUPPLY CHAIN
- STEWARDSHIP
- ENVIRONMENT

## OUR SUPPLY CHAIN

Supporting this Social Value strategy is our wider supply chain - Kier Construction and SPARCC Studios.



**ROLE:** CONTRACTORS

**SPECIFIC SV LEVERS;**

- EMPLOYMENT
- TRAINING
- ENVIRONMENT

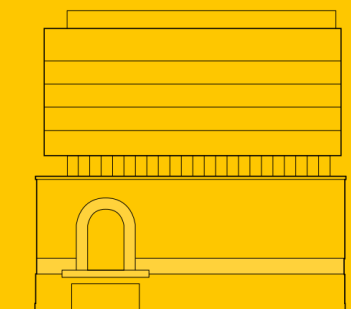
SPPARC

**ROLE:** ARCHITECTS

**SPECIFIC SV LEVERS;**

- EMPLOYMENT
- ENGAGEMENT
- DESIGN

# INTRODUCTION



# LEVERS FOR DRIVING CHANGE

For Yoo Capital, social impact is about creating a **legacy** through our projects which benefits society. Not just now, but in perpetuity. This is why we don't just consider the short-term and instead, really explore the different avenues in which social value can be created in the long term. This approach ensures that this strategy is both ambitious and realistic and thus becomes core to the fabric of how our developments are **designed, operated and interacted with**.

Inspired by best practice set by the World Green Building Council (WorldGBC), and adjusted for the particulars of this project, we are exploring how we can consider the delivery of **social impact across multiple dimensions, or 'scopes'**. We believe that social value can be delivered holistically only when and if these four components are fully explored and considered and delivered upon, which is the focus for this strategy.



**SCOPE 1:** Ensuring that each stakeholder is driving positive difference for existing employees, and in creating new opportunities for residents of local communities.



**SCOPE 2:** Critically considering the opportunities in the supply chain, with a focus on the construction supply chain. Beyond skills and jobs targets, considering how genuine opportunities are created and sustained, and how capacity is created within the local community to participate in an emerging economy.



**SCOPE 3:** Enabling the design of the site itself to promote place vibrancy, inclusivity and accessibility – be that social, physical or economic. Considering the very activity of the site, through to how it is operation. This scope also reflects on how the design of a site has been shaped – and will continue to be shaped – by genuine engagement.

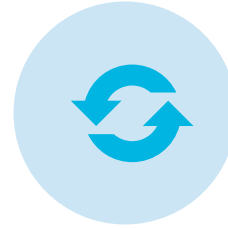


**SCOPE 4:** Considering how the building interacts with the community in which it is situated in. Exploring opportunities for local supply chains, outreach and training programmes as well as initiatives which increase the social permeability of the site. Considering the wider environmental impact and being a good neighbour.

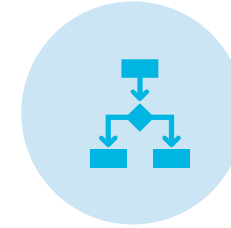
# SHAPING OUR APPROACH

To develop this strategy, we have started from a position of exploration, and therefore have established several guiding principles, or 'Missions' to articulate how we will approach our research and develop a vision for social impact. Together, these **Missions describe our ethos in developing the strategy**, and as such, what kind of scheme we want to create.

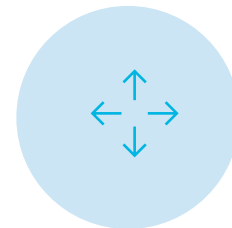
Having a guiding approach is important, as with a project of this timescale, the needs of the community and the approaches within our own organisations can change, so we want to be agile and responsive. Therefore, whilst we have detailed projects in this document, we are also open to **being flexible and working with Camden Council to shape how projects evolve and are ultimately delivered**.



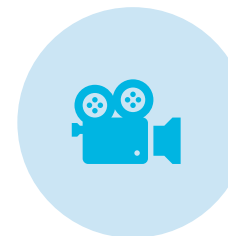
**Going beyond the tick-box** - designing social value projects which have a clear strategy towards being committed to and delivered.



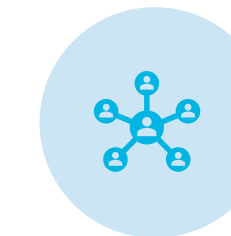
**Localised** - Developing social value approaches which are suitable to Camden and local communities.



**Evolving** – recognising that local priorities can change and concepts don't always work out as planned, there is a need to be agile and create feedback loops to enable us to do better.



**In response to macro inclusivity challenges across the industry** – Recognising well understood challenges across the sectors we are working in, as well as micro local challenges and opportunities.



**Collaborative** - In collaboration with local and national stakeholders who can strengthen our approach and support us in driving impact.



**Holistic** - In touch with our wider approach to design, engagement and construction – not a siloed strategy.

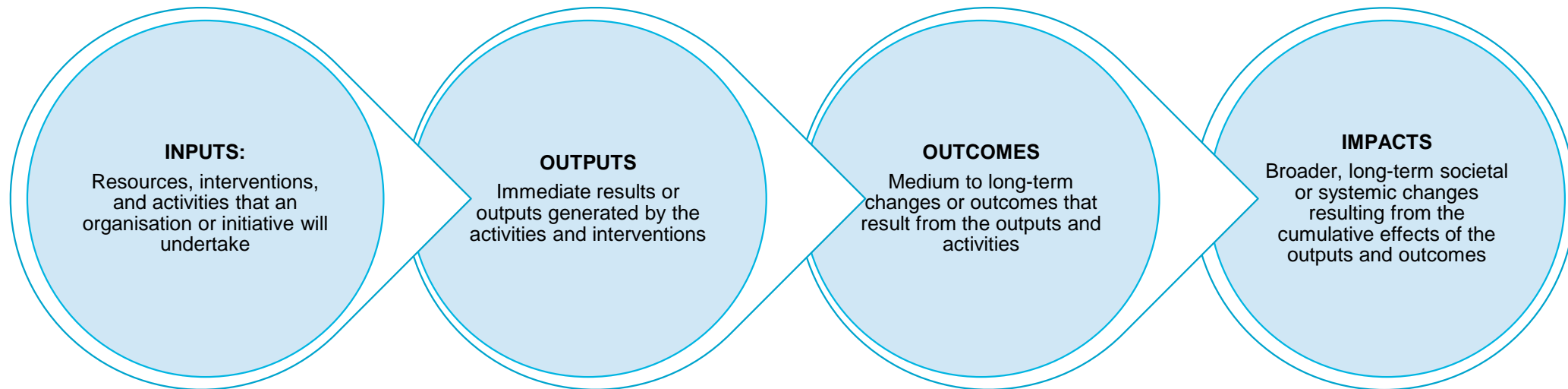


# COMMITTING TO A THEORY OF CHANGE

The Theory of Change methodology is a framework which aims to guide the design and implementation of strategies aimed at creating long-term societal change. It supports us to understand and articulate the pathways through which interventions actually lead to meaningful social impact. It is the approach that we take to ensuring that the projects we have set out will lead to the social impact that we want to achieve.

The Theory of Change methodology offers a systematic approach to consider the relationship between actions, outputs, outcomes, and ultimately, impacts. Through thinking through the theory of change, it supports us to thoughtfully consider the factors influencing social issues and delineate a logical sequence of events that leads to sustainable change.

The critical part of the theory of change is considering the initial resources, as well as the activities and partnerships which will be required to secure not just immediate outputs for society, but the medium-term outcomes, and the long-term impacts. We have used this approach to shape our strategy.

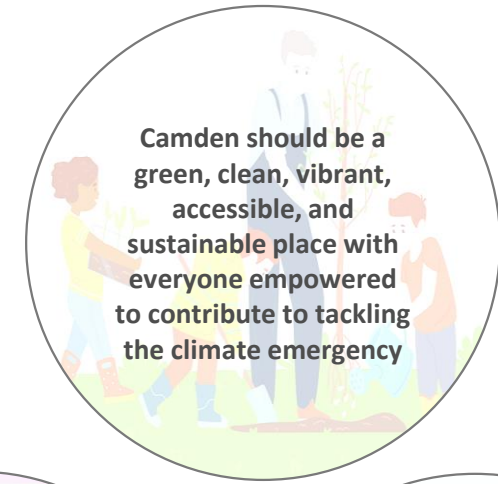
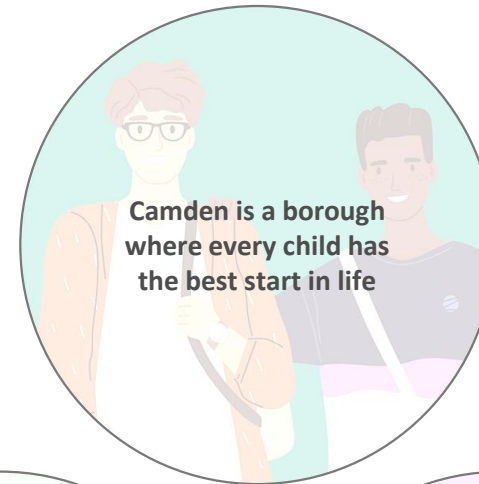


# GUIDED BY THE 'WE MAKE CAMDEN' AMBITIONS

The **We Make Camden Strategy** identifies several ambitions for the Council. The document also lists ways in which **partnerships** can support the Council to realise ambitions for Camden's Communities. We have reviewed these and reflected on the key areas which we believe we can make impact across Camden. These will form the basis of the key long-term change that we want to contribute to through Saville Theatre.

We will continue how to realise these ambitions through developing Theory of Change concepts and considering the full set of levers available to us as organisations, from construction through to stewardship.

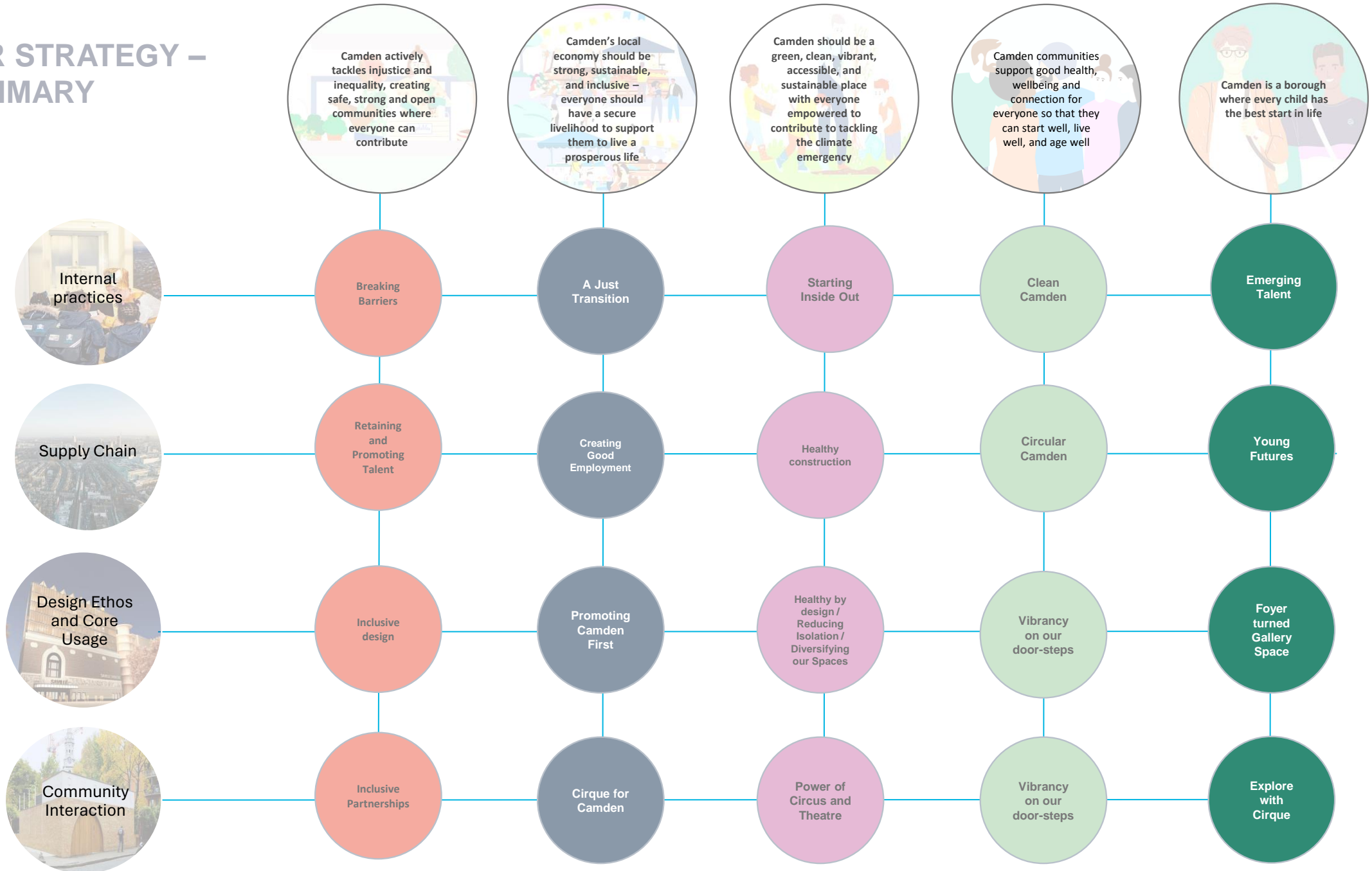
On the next page we present a diagram setting out our approach to delivering social impact specifically for this project, which considers the unique ambitions of Camden, against the 'scopes' within which we can deliver social value.



CAMDEN'S AMBITIONS

OUR STRATEGY – SUMMARY

OUR LEVERS – WHERE WE CAN MAKE CHANGE



Camden actively tackles injustice and inequality, creating safe, strong and open communities where everyone can contribute

Camden's local economy should be strong, sustainable, and inclusive – everyone should have a secure livelihood to support them to live a prosperous life

Camden should be a green, clean, vibrant, accessible, and sustainable place with everyone empowered to contribute to tackling the climate emergency

Camden communities support good health, wellbeing and connection for everyone so that they can start well, live well, and age well

Camden is a borough where every child has the best start in life

Internal practices

Breaking Barriers

A Just Transition

Starting Inside Out

Clean Camden

Emerging Talent

Supply Chain

Retaining and Promoting Talent

Creating Good Employment

Healthy construction

Circular Camden

Young Futures

Design Ethos and Core Usage

Inclusive design

Promoting Camden First

Healthy by design / Reducing Isolation / Diversifying our Spaces

Vibrancy on our door-steps

Foyer turned Gallery Space

Community Interaction

Inclusive Partnerships

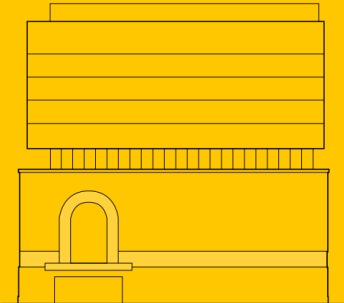
Cirque for Camden

Power of Circus and Theatre

Vibrancy on our door-steps

Explore with Cirque

# UNDERSTANDING CAMDEN



# ALIGNING WITH CAMDEN'S PRIORITIES

It is critical that the following challenges and opportunities identified by Camden Council are considered when designing our Social Impact Strategy, to ensure that the opportunities we create align with local need and experience:

## The Macro Place Challenges include:

- Those living in the most deprived areas spend 20 years of their life living in poor health and die around 10 years earlier than those living in the least deprived areas.
- Areas of unemployment and deprivation exist on the fringes of the West End requiring concerted action.
- Within Camden there exist pockets of poor health outcomes, impacting on wellbeing and life outcomes.
- Camden has the 3<sup>rd</sup> highest rate of diagnosed serious mental health issues in London, and is amongst the worst 10 London boroughs for worklessness due to mental health which reduces a person's ability to take part in society and the economy
- In Camden, 38% of LSOAs are within the worst 20% deprived under the Living Environment domain.

## The Macro Place Opportunities include:

- Camden has a diverse population, with its 274,000 residents speaking over 140 languages and dialects between them. Camden's free and open public spaces are seen as key places to bring communities together, provide a sense of place and belonging, and reflect the demographic and cultural diversity of its population.
- Camden Council is committed to addressing inequalities, building community strength, and increasing diversity and inclusion.
- There is an incredible cluster of relative organisations, businesses and voluntary and community sector organisations.

We have also undertaken significant socio-economic baselining research, which is detailed in our socio-economic appraisal. This has also been taken into consideration when designing this strategy.



# MACRO INCLUSIVITY SECTORAL CHALLENGES

We are also cognisant of key inclusivity diversity and social mobility challenges across the sectors that we are operating in- from hospitality, theatre, the arts, and construction - which we must look to address in our delivery of social impact projects. These macro challenges are listed below and considered in our strategy.

## Theatre

- Eight out of 10 people working or aspiring to work in theatre have not applied for a job due to financial barriers, according to a survey exposing obstacles to careers in the creative industries
- One of the main issues preventing young people from BAME and lower-income backgrounds from pursuing a career in theatre is thought to be the lack of information about the on and off-stage career opportunities
- A survey by The Stage newspaper showed the average price of the most expensive theatre tickets in London was £141, but the average price of the cheapest had risen by more than inflation to £25.

## Hospitality

- The hospitality industry in the UK is one of the largest employers, with over 3.2 million people working in the sector. However, the industry has faced criticism for its lack of diversity, especially in leadership positions.
- According to a 2021 report by the UK Hospitality Workforce Commission, there is a significant under-representation of people from ethnic minorities in senior management positions.
- The industry needs to take a more proactive approach to promote DEI, including establishing mentoring and training programs for under-represented groups.

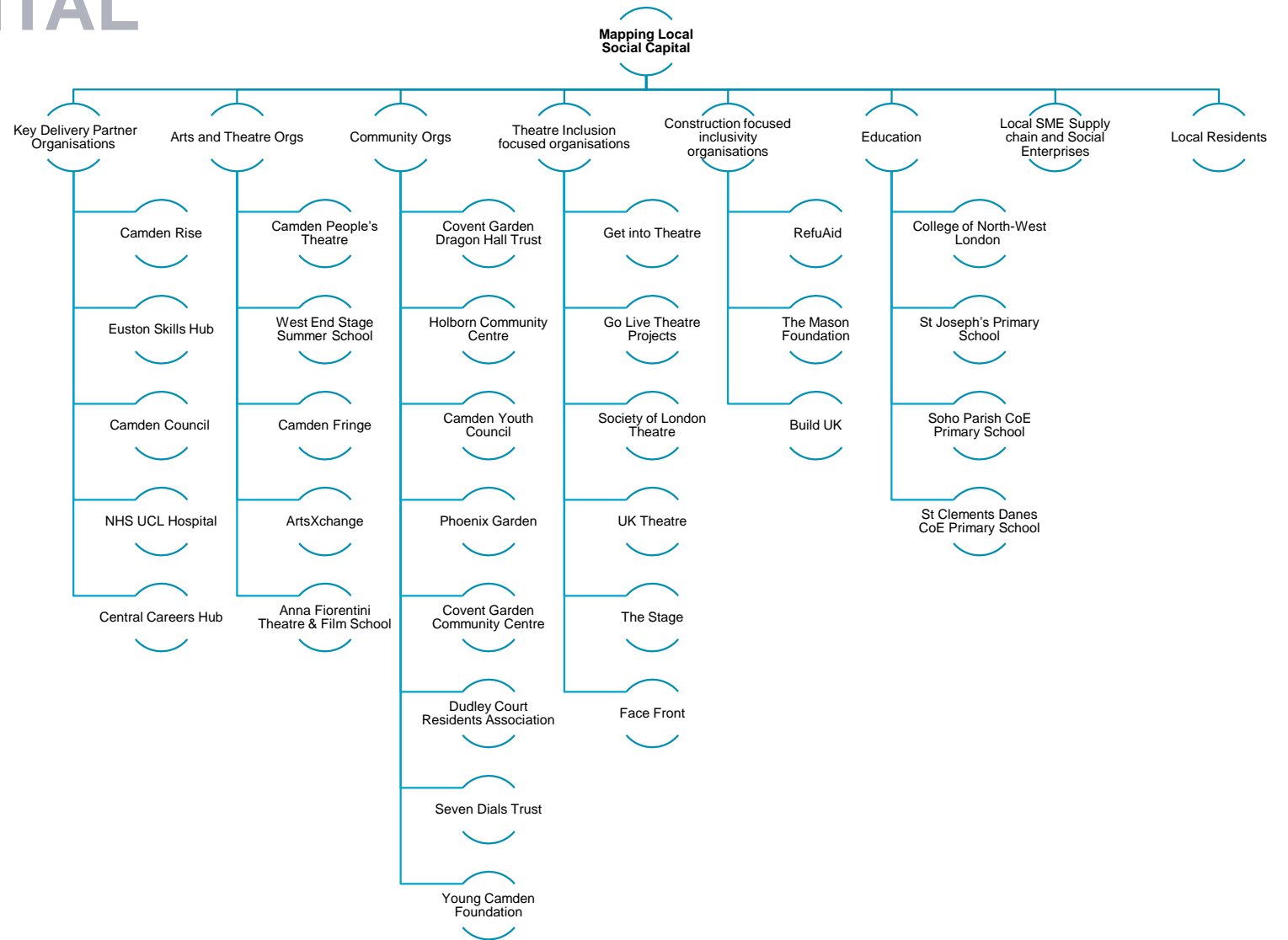
## Construction

- There is a skills crisis in the infrastructure sector driven by a retiring workforce, difficulty filling vacancies in low and mid-level skilled jobs.
- Barriers to accessing a career experienced at recruitment stage include a lack of transparency about requirements, unstructured interviews and non-diverse panels.
- Girls are less likely to pursue STEM subjects at school, leading to less women working in the infrastructure sector.
- When in work, some groups face more barriers to progression than others.
- Efforts to improve diversity and inclusion in the infrastructure sector tend to focus on gender, and to a lesser extent, ethnicity and disability.

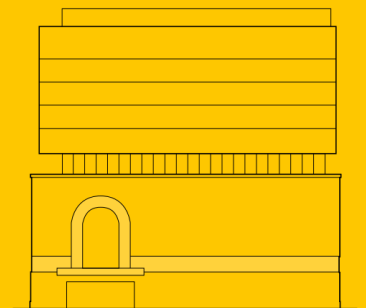
# LOCAL SOCIAL CAPITAL

At the heart of effective social value strategies lies is a comprehensive understanding of the unique social fabric and dynamics of local communities. As we develop our Social Impact Strategy, we have been building an understanding of the local context, including local initiatives, organisations, and social networks.

The mapping of local social capital diagrammed overleaf is not exhaustive, but instead an initial map of organisations which we hope to develop relationships with, learn from, and where relevant, deliver our strategy in collaboration with.



# OUR STRATEGY





# AMBITION 1

CAMDEN ACTIVELY TACKLES  
INJUSTICE AND INEQUALITY,  
CREATING **SAFE, STRONG  
AND OPEN COMMUNITIES**  
WHERE EVERYONE CAN  
CONTRIBUTE



# ACTIVITY AREAS

The first Ambition Camden has set is around **Inclusivity and Equity**.

Under this objective, Camden have set several suggested areas for **partners to focus**, which we have reviewed. These are as follows:

- Work together to recruit **locally and diversify leadership**
- Work together to **embed anti-racist practice** at the heart of Camden organisations and their workforce strategies
- Work together to **continue to tackle crime and anti-social behaviour and** find new ways to reduce violence towards women and girls.

# OUR FLAGSHIP PROJECTS

Over the following pages, you can read about the flagship projects we have developed to deliver social value in line with this Ambition. These do not represent all of our endeavours, but those which we will focus on to align our activities with where we think most impact can be made.



# DRIVEN BY - OUR ORGANISATIONS

BREAKING  
BARRIERS: OUR  
INTERNAL  
PRACTICES AS  
ORGANISATIONS

Yoo Capital, and each of our partner organisations - have clear **Environmental, Social & Governance (ESG) strategies** which support a focus on building and operating healthier and greener operations, doing the right thing for people and communities. The respective approaches of each organisation are detailed below:

**At Yoo Capital, we** have set a number of clear policies around doing development responsibly and encouraging the highest standards of business conduct and ESG management in internal practices, through development activity, and across portfolios. Our commitment to ESG practices have led us to our partnerships and sponsorship of Future of London and Real Estate Balance, to help us to achieve best practice in issues of inclusivity and diversity. Our ED&I procurement policy extends these expectations to our supply chain.

**citizenM** have made a clear commitment to ensuring that their hotels are kind to the planet – but still amazing for all mobile citizens of the world to stay at. At citizenM, every internal department passionately works on the ESG strategic pillars to meet objectives. Their ESG task force actively drives their approach business-wide. Their actions contribute to positive environmental, social and economic change – not only for guests, investors and employees, but within the communities where they operate.

**Cirque du Soleil Entertainment Group** is committed to creating and maintaining an accessible and inclusive workplace. Proud ambassador of equality in employment, Cirque du Soleil Entertainment Group is committed to eliminating discrimination based on age, skin color, origins, religion, sex, sexual orientation and any other characteristic. Neutral and inclusive writing is now preferred for all new job postings.

**Kier** is committed to providing equal opportunities for all employees, irrespective of race, nationality, gender, sexual orientation, marital status, gender identity, religion, political belief, disability, age or other protected categories. They aim to create a diverse and inclusive working environment in which all employees should feel respected and valued and in which they are able to make the best use of their skills, free from discrimination or harassment.

**Incipio's** Social Responsibility Policy is focused on employee well-being, community engagement, and guest experience. A key commitment is in prioritising the health, safety, and well-being of employees by providing a safe working environment, offering training and development opportunities, and fostering a culture of diversity, equity, and inclusion.



# DRIVEN BY - OUR SUPPLY CHAIN

RETAINING AND  
PROMOTING  
DIVERSE TALENT:  
LONG TERM  
CHANGE CAN BE  
DELIVERED  
WHEN WE THINK  
LEGACY FIRST

We know that a key challenge of construction-based contracts is supporting people into **longer term employment post the life cycle of the project.**

**Kier** is a people-based business whose performance depends upon the ability to attract and retain a dedicated workforce. They have around 6% of their workforce on apprentice schemes, and in the following case studies, they show how they are committed to creating long term opportunities for people who take on experience with Kier:

**We will bring this precedent to Camden and commit to enabling individuals into long term roles and opportunities.**

**RefuAid:** In January 2023 - and as part of the next step on their diversity and inclusion (D&I) journey - Kier launched a new mentoring programme with RefuAid.

RefuAid is a non-profit organisation who work with those forced into migration. They provide access and employment opportunities in the UK, helping people to return to their previous career. Through the programme we have offered 11 candidates through RefuAid and mentored 12. 3 of those were from the mentoring scheme. All others on the mentoring programme found employment elsewhere as a result of the mentoring.

The photo on the right shows Mohsen Sayahi, who came through RefuAid and is now employed with Kier. Mohsen moved to the UK after fleeing his home country to keep himself and his family safe

**Making Ground:** Through Kier's in-house 'Making Ground' initiative that supports ex-offenders into employment, Kier will provide six-week work placements through our off-site activities for Camden residents.

Candidates develop their CV writing skills through workshops, undergo a formal interview process and gain valuable work experience. Following this a permanent position is often available. To date, 93 offenders have been through the scheme, 59 of which have secured paid work. Prevention of reoffending has saved local communities £238,500.



*Mohsen Sayahi, Photo Credit: Kier*

# DRIVEN BY - THE BUILDING

INCLUSIVE  
DESIGN: WE  
HAVE AN  
OPPORTUNITY  
TO CREATE AN  
OPPORTUNITY  
WHICH IS  
ACCESSIBLE-  
PHYSICALLY, AND  
SOCIALY

Every individual, regardless of their physical abilities, should have equal access to spaces and experiences. This is currently in concept design but is a key philosophy forming the fitout design of the Proposed Development. The proposals will aim to achieve an accessible and inclusive environment that will meet the needs of all users, by removing barriers that create undue effort, separation, or special treatment, so that everyone, regardless of disability, age or gender will be able to use the facilities of the scheme equally, confidently, and independently with choice and dignity.

The following aspects show some key concepts around inclusive design and accessibility which are emerging in the design which will be strengthened as we progress through design stages:

**Physical Accessibility:** Ensure that theatre buildings, entrances, seating areas, restrooms, and other facilities are accessible to individuals with varying levels of physical mobility.

**Toilet provision:** Ensure that toilet provision is accessible, plentiful and well-designed, including the provision of gender-neutral toilet provision and child / family friendly spaces.

**Theatre accessibility:** Cirque are also always interested in how to make their shows more physically accessible to individuals who are D/deaf or hard of hearing, blind or visually impaired, or individuals who require relaxed performances. We will be making this a key priority at Saville Theatre and engaging with specific organisations who can support this research journey.



*Inclusive design concepts, Credit: SPARCC*

# DRIVEN BY - COMMUNITY INTERACTION

INCLUSIVE  
PARTNERSHIPS: WE  
HAVE AN  
OPPORTUNITY TO  
COLLABORATIVELY  
LEARN HOW TO  
MAKE THEATRE  
MORE ACCESSIBLE

We know that theatre can be socially and economically inaccessible, as well as physically inaccessible. This can be due to financial barriers, spaces that feel unwelcoming, or a lack of diverse representation leading to spaces feeling exclusive. How we tackle this is a key focus for us.

As their first permanent home in the UK, Cirque will look to make partnerships with organisations who can **help extend the accessibility of their shows to different audiences.**

Cirque have a long-standing relationship for example with Go Live Theatre Projects (formally named Mouse Trap Theatre Projects), with which they will continue to explore how to **support disadvantaged London families** to visit the theatre for the first time, and young people with special educational needs development to develop confidence and new skills.

Cirque will also **liaise with local theatre groups** to understand levels that will be affordable for residents that span the view of the theatre such that affordable tickets are not significantly below the standard of other viewing positions. Cirque will also distribute free or subsidised theatre tickets to Camden residents through these partnerships.



*Photo Credit: Go Live Theatre Projects*

# AMBITION 2

CAMDEN'S LOCAL ECONOMY SHOULD BE **STRONG, SUSTAINABLE AND INCLUSIVE** – EVERYONE SHOULD HAVE A SECURE LIVELIHOOD TO SUPPORT THEM TO LIVE A PROSPEROUS LIFE



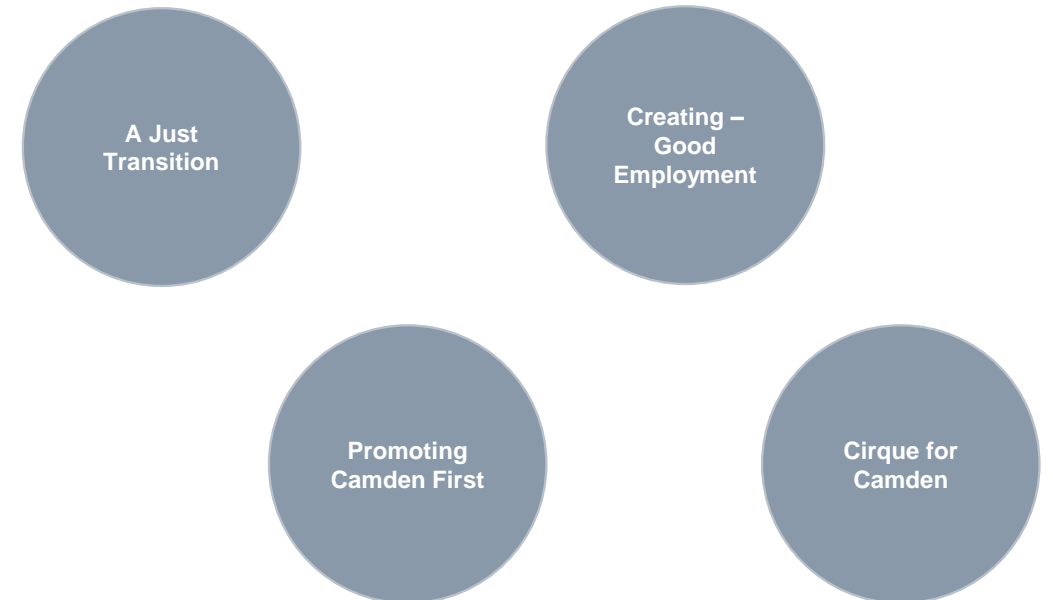
# ACTIVITY AREAS

The second mission Camden has set is around **Camden's Local Economy**. Under this objective, Camden have set a number of suggested areas for **partners to focus**, which we have taken into review,. These are as follows:

- Support **more affordable workspace** coming forward in our communities to support a vibrant and diverse small business community
- **Support a Camden-wide movement of continuous learning**, sharing, and gaining knowledge. Built on the expectation that everyone has knowledge to give and share and contribute to Camden's collective curiosity
- Advise and support new businesses and existing businesses to **transition to the future economy** – low and no Carbon, moving away from a make-use-dispose business model
- Develop a strategic policy environment which has clear expectations of institutions and businesses operating in Camden to support residents to be able to **find and secure good work**

# OUR FLAGSHIP PROJECTS

Over the following pages, you can read about the flagship projects we have developed to deliver social value in line with this Ambition. These do not represent all of our endeavours, but those which we will focus on to align our activities with where we think most impact can be made.





# DRIVEN BY - OUR ORGANISATIONS

A JUST  
TRANSITION:  
SUPPORTING  
OUR EMPLOYEES  
TO ADJUST TO  
CHANGING TIMES  
AND PRESSURES

The Greater London Authority defines a **Just Transition** as how we can support people to thrive while living within our finite planetary boundaries, in keeping with the UN Sustainable Development Goals, the Paris Climate Agreement, and the Mayor of London's target to achieve net-zero carbon by 2030. It means creating a better, **more sustainable city for all Londoners**.

For us and our partner organisations, this is not just about having green policies, but ensuring that we are investing in **green upskilling** of our employees, as well as more innovative ways of doing things.

At Yoo Capital we have monthly all-company ESG training sessions, as well as access to training programmes for individuals. Where possible, we work with our partners and tenants to improve their practices across our projects.

In terms of our partner organisations, for example, **Cirque** have created a governance process called **APTO** (**A**rtistic, **P**erformance, **T**echnical and **O**perational) that extends the life of our costumes. In addition to providing the most rigorous specifications for environmentally friendly choices, APTO also encourages cooperation and innovation to find long-term sustainable and effective solutions by consuming more intelligently. It covers all production processes, from coaching creative teams at the very start to optimizing truck loading. In addition to considerably reducing environmental impact, this project has enabled us to save significantly on production costs.

At **Kier**, all of the workforce is required to have a qualification in environmental management. Black Hat supervisors have Environmental Awareness Training (SEAT), whilst all Kier employees have CIRIA Environmental Good Practice. In addition, the Carbon / Environmental Certifications (BREEAM & WELL) training will be rolled out this year to Kier staff to ensure that staff are being upskilled in line with green aspirations.



*Photo Credit: Cirque Du Soleil*

# DRIVEN BY - OUR SUPPLY CHAIN

Kier currently have two live schemes in the area and previously worked on the Argent Framework at Kings Cross. With all three projects, we have established a working relationship with Camden Council and specifically **Euston Skills Centre** (previously Kings Cross Construction Skills Centre), therefore having a clear understanding of their reporting and processes. Euston 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.

Kier will have a **dedicated relationship manager for the Council**, providing regular communication and progress reports on delivery. We will be required to provide a **monthly report**. This is to include an update of the ESSP showing the achievements against each of the agreed Employment and Skills areas. It will also include a qualitative report providing details of the various employment and skills activities delivered in the month. This report will be reviewed at the monthly site meetings and form part of the contract review process. The overall performance against the ESSP will form part of a **general Camden wide review** and evaluation process.

ESC will be given the labour histogram in advance to have oversight of which packages and job opportunities will be available on site. **Camden's job description template** will be filled out for each role and sent to ESC for distribution. **Vacancy details are circulated to every provider serving borough residents** with the centre managing quality control/sift applicants to ensure that only job ready clients are matched to employer opportunities. Across the projects Kier have delivered a total of over 500 apprenticeship weeks.



Mayor's Breakfast Briefing, Photo Credit: Kier

**Kier are also committed to creating opportunities for targeting specific groups in society for work experience, for example those with disabilities or young people or care leavers.**

Through Kier's **Network Building project**, we have engaged with The Mason Foundation, a charity established in 2017, to provide opportunities to support individuals and families from all walks of life, focusing on those who may face additional challenges. Their mission is to remove barriers, provide opportunities to build lasting friendships, celebrate inclusivity, and reduce inequalities.

Kier will be supporting their **Propel Programme**, an initiative that began in 2021, following the devastating impact of the pandemic, the global economy was struggling with a shortage of workers for entry-level roles. Propel was established to support young adults with learning disabilities, to access and thrive in meaningful and sustainable employment. Support will be in the form of work experience placements, site visits and careers talks.

Late 2023, Kier became one of **Young Camden Foundation's business partners**, a charity who support over 170 Camden-based charities that offer services and support to children and young people. Kier recently attend the Mayor of Camden's Business Breakfast in February, to understand more about the work they do in Camden and network with other business partners in the borough.

CREATING  
GOOD  
EMPLOYMENT:  
REACHING  
OUT TO  
CAMDEN

# DRIVEN BY - THE BUILDING

Beyond the creation of direct employment activity, which is detailed in the subsequent page, we are interested in exploring how the Saville Theatre operation can support SME businesses and sole traders seeking co-working space. The following projects show how we intend to support and generate opportunities for businesses in Camden through the operation at Saville Theatre.



Example of local F&B supplier, Photo Credit: Luminary Bakery

citizenM and Incipio will explore and investigate possible partnerships with local suppliers. We will work with Camden Council as well as the Federation of Small Businesses and the East Ends Trade Guild to research these opportunities.

We also inform our guests about local retail, leisure and activities (via the app on the iPad, available in every single guest room and via QR code). We know that hospitality and theatre can massively boost a local economy, and we want to do our part in directing guests to independent businesses.

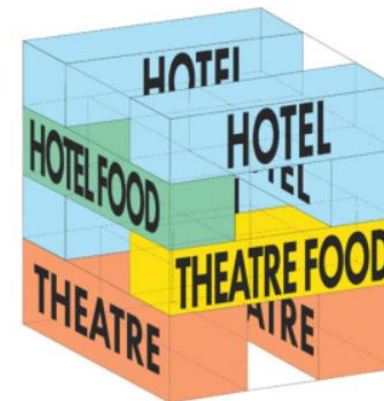
## PROMOTING CAMDEN FIRST: LEANING INTO CAMDEN'S ECONOMY

## DIVERSIFYING THE USE OF OUR SPACES: CREATING A WELCOMING SPACE

In addition to considering the diversity of the theatre audience, is ensuring that the spaces that are designed are more diverse in how they are used. A key component of the Saville Theatre design is in being more welcoming to the public, and this will extend to the hotel F&B and lobby spaces we are developing. We want it to be a welcoming space that people can meet in and enjoy.

Instead of the classic lobby area, we have created so-called Living Rooms, where guests will "feel like at home". We also cater **for (co) working areas** which during daytime are often used by students and independents.

There will be clear signage that makes people feel welcome and label this on our website. At citizenM, when opening a new hotel, we always organise 'meet and greet' days – visiting and inviting our neighbours. This opens up the first contacts in order to enable work placements.



Spatial layout, Photo Credit: SPARCC

# DRIVEN BY - COMMUNITY INTERACTION

CIRQUE FOR  
CAMDEN: ENABLING  
CAMDEN'S  
RESIDENTS TO  
ACCESS GLOBAL  
OPPORTUNITIES ON  
THEIR DOORSTEPS

The We Make Camden Strategy talks about the importance of ensuring that local young people understand different industries and feel that they can grow up to work in the global institutions around them.

Our plan at Saville Theatre is to create as many training and employment opportunities for local people across the front of house, theatre operation and hotel management. We have worked with our partner organisations to consider the following approaches for driving local youth opportunities:

**Cirque:** Once our theatre operation is established, Cirque will roll out an apprentice and training programme for skilled support rolls which will be accessible by Camden residents. In this training programme, young people will be supported to gain the skills they need to be part of the theatre world. Many Cirque trainees stay within the organisation for many years following training. Whilst the Cirque cast is always international talent, the Cirque crew is expected to be fully employed from London. Cirque will work with Camden's Employment Access Team to promote these opportunities.

**Cirque will also explore training and support opportunities for Camden residents outside direct employment and on-site training. For example,** Camden People's Theatre co-run the **Camden Youth Theatre**, which works year-round with Camden residents on a tailored programme of arts and cultural projects and activities. Yoo Capital will lead a period of outreach to explore how the project partners can support and potentially extend some of these existing Camden-focused programmes.



Photo Credit: citizenM

**citizenM:** citizenM hire based on personality and positive attitude rather than experience or education. Three months before opening our new hotels, citizenM run extensive recruitment campaigns aimed at large and diverse talent pools. This campaign is on social media, local careers fairs and job centres, and focuses on referrals from existing employees. The applications that pass our pre-screening will be invited to a CitizenM Casting Day which is a large recruitment event where we would then select our employees. citizenM will work with Camden to consider where this open day is held and promote the opportunities through Camden's channels.

**Incipio:** Incipio Group Ltd. are a firm believer in employing local workers wherever possible and Incipio work towards employing at least 70% of our workforce from the local area. Incipio are also committed at Incipio to work placements as an excellent route to understanding training and hospitality. Incipio will offer several placements a year, with a specific percentage ringfenced for Camden Youth.

# AMBITION 3

CAMDEN COMMUNITIES  
SUPPORT GOOD HEALTH,  
**WELLBEING AND CONNECTION**  
**FOR EVERYONE** SO THAT THEY  
CAN START WELL, LIVE WELL,  
AND AGE WELL



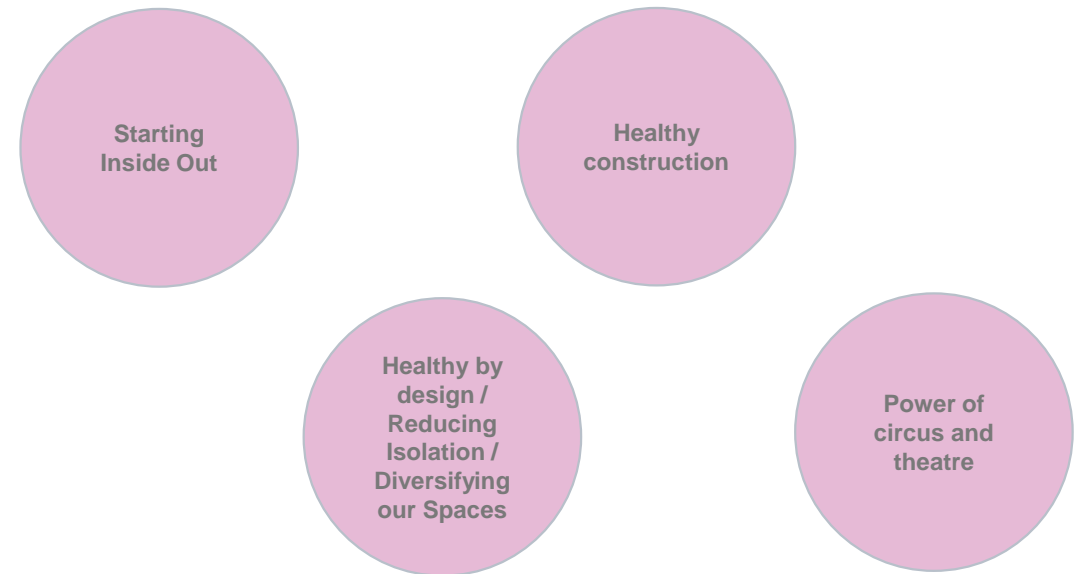
# ACTIVITY AREAS

The third mission Camden has set is around **Camden's Safe, Strong and Open Communities**. Under this objective, Camden have set several suggested areas for **partners to focus**, which we have taken into review,. These are as follows:

- **Support people to look after their own health**, build on their personal strengths and **actively engage in their local communities**.
- **Support people who are furthest from the labour market**, including disabled people and people with long-term health conditions, to gain good quality opportunities and employment – including in the health and care sector
- Take **collective action to reduce social isolation and support people to build quality relationships** and friendships in the community.

# OUR FLAGSHIP PROJECTS

Over the following pages, you can read about the flagship projects we have developed to deliver social value in line with this Ambition. These do not represent all of our endeavours, but those which we will focus on to align our activities with where we think most impact can be made.



# DRIVEN BY - OUR ORGANISATIONS

Yoo Capital and our partner organisations take the health and wellbeing of employees very seriously. We promote positivity in the workplace and create a safe space for people to work. Feedback is at the centre of our operations, and we give people the space to share what's on their mind.

**At Yoo Capital**, our Health and Wellbeing Strategy shapes how we implement health and wellbeing initiatives. It is founded on the belief that that firms that support the health and wellbeing of their employees have happier teams, are better at retaining staff and report higher returns on investment. We have created robust policies to ensure that our team has the support to thrive.

Across our partner organisations, due to the nature of the roles to support the hotel, front of house and the theatre operation, a focus for citizenM, Incipio and Cirque will be in ensuring that employees are able to get sufficient time off between shifts and have regular weekends off and days off together. Team building and celebratory events will be scheduled where the teams will be able to bond and create stronger connections with each other.

**citizenM** also provide vitality health checks for their employees where they have the chance to speak with a health professional. At **Incipio**, employees are offered sessions from mindfulness and yoga sessions, through to stress management workshops and nutritional workshops. Both teams will run dedicated mental health campaigns and do what is possible to promote flexible working and work / life balance.

Specifically, at Cirque, employees are encouraged to participate in **Cirque Jam**, a program that encourages employees to get together to practice their favourite activities.

STARTING  
INSIDE OUT:  
HEALTH AND  
WELLBEING  
ACROSS OUR  
ORGANISATIONS



Photo Credit: Cirque Du Soleil

# DRIVEN BY OUR SUPPLY CHAIN

At Kier, keeping employees out of harm's way is far more than just encouraging words or one-off campaigns. A few years ago, Kier set a challenge to become industry leaders in safety and wellbeing and as a result now have successfully embedded a fully integrated **safety-first culture all projects and activities**.

In addition, over **90% of Kier's operations are ISO 45001 certified**, ensuring that they deliver occupational health and safety management best practice. This is reflected in Kier's Integrated Management System, alongside ISO 14001, environmental management, and ISO 9001, quality management.

Kier also drive health and wellbeing through targeted projects and campaigns. A range of our London and Southern sites are supported by the **Lighthouse Club** charity who are reaching out to the frontline trades to speak about mental health and to let them know about the crucial support services their charity provides to them and their families for free across the UK and Ireland.

Their engaging toolbox talks focused on the importance of looking after your health and wellbeing and were run as informal chats over a 'cuppa' and in some sites' cases also over an ice cream or two!

There is also an opportunity team members to engage with the presenters on a one-on-one basis after the toolbox talk sessions.

This is all part of the charity's **Make it Visible** campaign. The campaign aims to combat construction worker suicide, affecting up to two people per day by taking support to sites across the country. The brightly-coloured vans attend any site nationwide and are staffed by two mental health first aiders with lived experience in the construction sector.

The visits are available for all colleagues onsite whether Kier or members of our supply chain.

This programme will be extended to Camden, and Kier will run a series of Lighthouse events which reach out to the wider construction sector emerging in Camden.



Photo Credit: Kier

HEALTHY  
CONSTRUCTION:  
BRING BEST  
PRACTICE TO  
CAMDEN



# DRIVEN BY THE BUILDING

## REDUCING ISOLATION: SUPPORTING DIVERSE AUDIENCES

Theatres can play a significant role in reducing isolation by fostering a sense of community and belonging. Camden's new Health and Wellbeing Strategy identifies community connectedness and friendships as a strategic priority.

We will engage with Camden's Health and Wellbeing Board to explore how we can make the theatre offer at Saville Theatre a tool to tackle loneliness, especially with older generations. This may include specific partnerships with local care homes or groups and free ticket distribution to enable the theatre performances to be more accessible.



Executive summary



Drawing Credit: SPARCC

## HEALTHY BY DESIGN: A DESIGN THAT NATURALLY PROMOTES HEALTH AND WELLBEING

A key aspect of the design of the building aims to being wellbeing into focus.

This is achieved through different design principles, such as increasing natural light and greening to create spaces that prioritise the holistic wellbeing of both staff and visitors. For example, SPARCC have considered the provision of natural light by re-introducing glazing and windows which were lost in the conversion of the theatre to cinema.

The building will also be designed to have **health and wellbeing rooms for the cast, front of house staff, crew and hotel employees**. This is a fundamental aspect of promoting healthy communities for our employees across the operation.

# DRIVEN BY COMMUNITY INTERACTION

SPREADING THE  
POWER OF  
CIRCUS AND  
THEATRE:  
REACHING OUT  
TO SUPPORT  
OUR WIDER  
COMMUNITY

As a circus company, Cirque enjoy spreading the joy of the art. For example, Cirque have experience in visiting hospitals, and would like to work with the local NHS, Camden Council and other key stakeholders to identify places where an impact can be made on people's lives through a visit.

For example, Cirque would like to explore building a partnership with organisations such as the UCL Hospital Pediatrics Ward to enable children to experience the circus from the hospital wards.

Research has shown that by incorporating theatre and performing arts into paediatric settings, hospitals can help improve the emotional well-being, socialisation, and overall quality of life for children undergoing medical treatment.

Cirque also have significant experience working with local education providers to improve local education around performance, arts and theatre. Cirque will explore this opportunity with local schools and organisations in Camden to see where training and outreach may be most impactful. Cirque will also then be able to support local children to round-off their experiences by accessing opportunities with Cirque through the other initiatives detailed in this stagey, through from free performance access through to behind-the scene tours.



Photo Credit: Cirque Du Soleil



Photo Credit: Cirque Du Soleil

# AMBITION 4

CAMDEN SHOULD BE A  
GREEN, **CLEAN, VIBRANT,**  
**ACCESSIBLE** AND SUSTAINABLE  
PLACE WITH EVERYONE  
EMPOWERED TO CONTRIBUTE  
TO TACKLING THE CLIMATE  
EMERGENCY



# ACTIVITY AREAS

The fourth mission Camden has set is around **Camden's Safe, Strong and Open Communities**. Under this objective, Camden have set several suggested areas for **partners to focus**, which we have taken into review,. These are as follows:

- Organisations in Camden will embed **tackling the climate emergency throughout their operations**, building on Camden's Clean Air Initiatives
- Invest in **art and creativity in our public spaces**
- Support **sustainable consuming through our markets and high streets** – reusing, recycling and repairing

# OUR FLAGSHIP PROJECTS

Over the following pages, you can read about the flagship projects we have developed to deliver social value in line with this Ambition. These do not represent all of our endeavours, but those which we will focus on to align our activities with where we think most impact can be made.



# DRIVEN BY - OUR ORGANISATIONS

Across all of our organisations, we take sustainability seriously. In the following section we draw attention to some of our key ethos and policies which will shape our approach in Camden. A few examples are highlighted below.

At **Yoo Capital**, the developments we deliver are all accredited by BREEAM, GRESB, WELL, AirScore, WiredScore and Nabers. This gives us clear targets and the methodology to monitor and measure our progress.

At **citizenM**, we take sustainability seriously. Our hotels are built and operated with the intention of minimising our environmental footprint. No matter where we set-up home, we respect surrounding communities and manage our impact for the benefit of society, not just ourselves. The goal is simple – while citizenM grows, our environmental impact does not. To do so, every new or existing hotel is monitored and refined in line with five objectives. They are; preserve the environment where we build and operate; minimise the day-to-day impact of our activities; continually monitor and improve our environmental performance; achieve high standards of sustainable green building certification at our all-owned hotel; meet all legal environmental compliance obligations

At **Cirque**, our environmental priorities are around water management; green-house gas reduction; reducing hazardous waste; and employee education and awareness building. They are applied to our operations, including those at our headquarters, touring shows, and resident show sites. In all cases we seek to implement innovative actions with key partners in our milieu.

At **Incipio**, we will recycle as much as we can and separate glassware, plastic, cardboard and food waste where this is possible. We also procure from ethical providers and support local supply chain where possible.

CLEAN CAMDEN:  
DRIVING  
SUSTAINABILITY  
ACROSS OUR  
PRACTICES

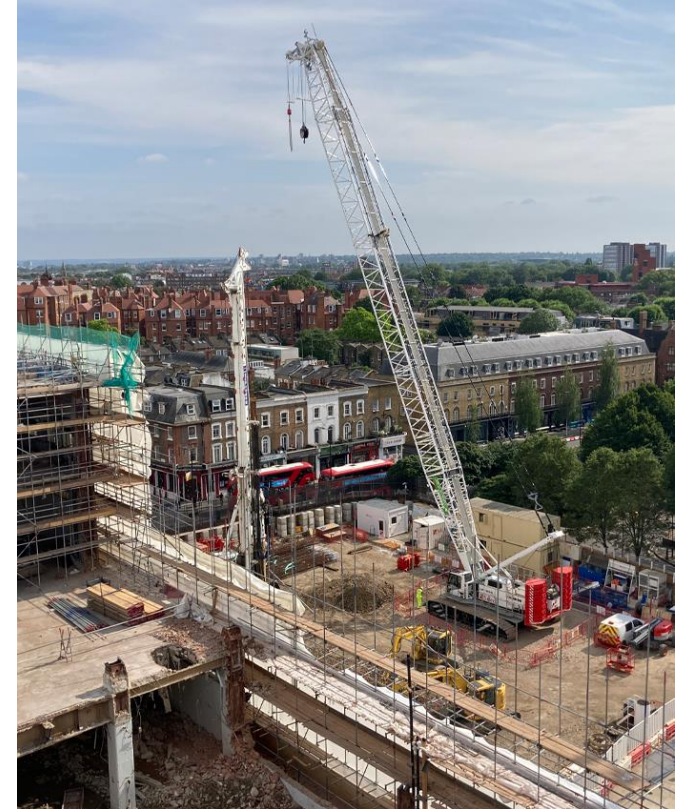


Photo Credit: Yoo Capital

# DRIVEN BY - OUR SUPPLY CHAIN

The principles of circular economy will be implemented for this project, which is a core social value consideration for us. Circular business models are not only about reducing waste, but also often create opportunities for local economies, as well as promoting social equity and community resilience.

At the outset, we will undertake a review of the local suppliers which would benefit the project. We have already **identified that Avondale Logistics** would be a good supplier as they are based in Camden, and we have an existing relationship with them. They would be delivering a key package of work for the project by providing logistics within the site.

Although, not specific to Camden, Kier is prioritising some key closed loop schemes, and these could be implemented at the Saville Theatre.

These are namely:

- British Gypsum plasterboard take back scheme
- Protec & Proguard temporary protection
- Kingspan and Rockwool insulation
- Floor finishes
- Paint (Dulux)

We have an ongoing relationship with **Community Wood Recycling** which is also a social enterprise. They are a key player in driving the circular economy as they promote the re-use of timber as opposed to recycling into a different use.



Photo Credit: Community Wood Recycling Scheme



Avondale Logistics

CIRCULAR  
CAMDEN:  
DELIVERING A  
CIRCULAR  
CONSTRUCTION  
SCHEME

# DRIVEN BY - THE BUILDING / COMMUNITY INTERACTION

BUILDING  
VIBRANCY ON  
OUR DOOR-  
STEPS: NOT  
JUST BEHIND  
CLOSED  
DOORS

Cirque organise different types of activities outside our theaters, big top or arenas. Those activities can take various shapes and forms. Cirque can sometimes organise public outdoor performances or stunts and Cirque will consider how to bring this to Camden. This may be executed, for example, in partnership with the Camden Fringe festival, or another annual event.

Cirque sometimes create public art that can be permanent or temporary. For example, we can partner with a local graffiti artist to create a permanent art piece inspired by the show to permanently bring the colors of Cirque du Soleil to the city. This initiative is always popular with media given the community angle. Artists in costume and spokespeople take part in the media reveal of the mural.

A recent example was the KOOZA Mural inspired in Calgary, Canada. The mural was created in collaboration with the YYC BUMP Festival, CLMC and the Wall owner with a 5-year agreement. The concept was to leave a CDS legacy to Calgary and to create beautiful memories of Cirque's passage in this city.



Photo Credit: Cirque Du Soleil



Photo Credit: Cirque Du Soleil

# AMBITION 5

CAMDEN IS A BOROUGH WHERE  
**EVERY CHILD HAS**  
**THE BEST START IN LIFE**





# ACTIVITY AREAS

The fifth mission Camden has set is around **young futures**. Under this objective, Camden have set a number of suggested areas for **partners to focus**, which we have taken into review,. These are as follows:

- Create Opportunity Centres to facilitate **learning beyond the school day**, developing a proposal for a school-led network of high technology learning venues across the borough operating at evenings, weekends and holidays
- Make sure our schools are rooted in their communities – connected to estates and businesses and institutions which call Camden their home– providing the **best opportunities for children and supporting our teachers**
- Make sure **schools, streets, parks, and estates support good health** for all children and tackle health inequalities from a young age
- Ensure communities work together to **support families, parents and children that are more likely to be isolated** and experience loneliness
- Launch Camden’s new **Special Educational Needs and Disability (SEND) strategy** to ensure children and families are receiving the best support from health services, schools and the Council
- **Work with the Police to tackle Violence Against Women and Girls**, with work underway on shared priorities on both DVA and women’s safety in public spaces, including culture change, training and data
- Invest in and support Camden’s **youngest residents to live in good health**. Camden’s Joint Health and Wellbeing Strategy is focused on preventing social inequalities and poor health from emerging later in life

# OUR FLAGSHIP PROJECTS

Over the following pages, you can read about the flagship projects we have developed to deliver social value in line with this Ambition. These do not represent all of our endeavours, but those which we will focus on to align our activities with where we think most impact can be made.



# DRIVEN BY - OUR ORGANISATIONS

EMERGING TALENT:  
DRIVING NEW  
APPROACHES TO  
DELIVER  
MEANINGFUL  
WORK  
PLACEMENTS

We are driving new and innovative approaches to create meaningful work placements and opportunities for young people in the industry.

For example, Yoo Capital has recently participated in Future of London's Emerging Talent Programme, which recruits individuals from ethnic minority background to a programme of paid work experience. Participants benefit from mentoring and leadership development training. Yoo Capital currently have two members of the programme which we expect to continue in future years.



*Photo Credit: Future of London*

# DRIVEN BY - OUR SUPPLY CHAIN

YOUNG FUTURES:  
WE CAN OPEN  
YOUNG EYES TO  
THE  
OPPORTUNITIES OF  
CONSTRUCTION

Kier are passionate about giving the next generation a brighter future, particularly those young people who face multiple barriers. This can involve introducing students to a future career within the construction industry, within STEM more broadly, or providing general careers and employability upskilling.

Furthermore, to support with this, Kier have created a resource pack and Kier-branded education initiative, launching in National Careers Week, called **Kierriculum**. The sessions in this pack are based on the National Curriculum and aim to link subject learning to future careers and development, particularly within the construction industry.

We know that careers guidance is essential for social mobility and the pack has been designed to help break down negative stereotypes of the construction industry and provide insight to as many opportunities as possible.

Kier will support local education establishments to deliver career events supporting people into construction, in partnership with the **Central Careers Hub and Young Camden Foundation**. These will include mentoring, CV writing, interview techniques and developing digital and innovation skills.

**Open Doors, delivered by Build UK**, offers a unique chance to go behind the site hoardings, showcasing the fantastic range of careers available in construction.

Last year, Kier became partners with Build UK - so that we, alongside HS2 and the Department for Education, can inspire as many people into considering a career in construction. To celebrate and prepare for Kier's sponsorship of Open Doors Week in 2024, Kier's project in West London, Manbre Wharf, opened their doors to a local academy in Fulham, who were given a site tour as well as hearing directly from Kier's brilliant apprentices and Kier degree graduates about their career journeys.



Photo Credit: Build UK

# DRIVEN BY - THE BUILDING / COMMUNITY INTERACTION

CITIZENM FOYER  
TURNED  
GALLERY SPACE:  
USING OUR  
SPACE TO  
PROMOTE THE  
WORK OF LOCAL  
RESIDENTS

We will have rotating gallery spaces which aim to promote the work of local residents. We will invite local artists and young people to submit works of art for us to display and promote.

In doing so, we will look to promote artists from black and minority ethnic backgrounds, as well individuals from disadvantaged backgrounds, as part of our strategy to make our spaces more socially accessible, vibrant and diverse.



EXPLORE WITH  
CIRQUE: SEE  
THE BEHIND  
THE SCENES  
WHICH BRING  
THEATRE TO  
LIFE

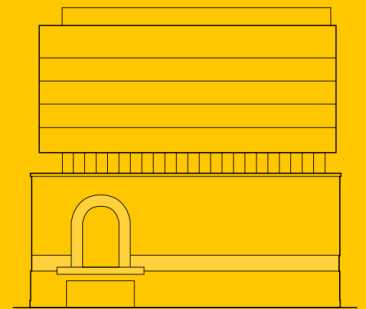


Photo Credit: citizenM

As a circus company, Cirque often open doors to the community as well as different schools or association who would like to visit our show. Sometimes we also organise workshops for specific groups.

For example, to celebrate the organization 10<sup>th</sup> anniversary of Square Circle – a Toronto based organization created by Clarence Ford (KOOZA's choreographer) - we invited more than 1,000 kids from disadvantaged communities to the Big Top. Square Circle brought inspirational speakers and created a circus show performed on the KOOZA stage. Some of the kids came earlier to the BT to try acrobatics with some of our artists.

# MONITORING AND IMPLEMENTATION



# DEFINING SUCCESS

To support us in understanding what success means in terms of delivering social value at Saville Theatre, we have set a series of targets and metrics that we will use to monitor our social impact bi-annually through the development and scheme's development life-cycle. These metrics have been defined in consideration of the overarching Missions set by Camden Council, as detailed in this strategy.

## Target: Saville Theatre inspires and brings joy to Camden Residents

### Monitoring:

- a) Number of free tickets distributed
- b) Number of young people participating in open days
- c) Number of circus events delivered outside the theatre walls
- d) Number of murals delivered in collaboration with Camden organisations
- e) Number of non-guests using the 'lounge' /co-working spaces
- f) Number of teachers and educational professionals partaking in Cirque training

## Target: Saville Theatre takes a Camden-first employment and supply chain approach

- a) Number of SME organisations contracted into operational supply chain
- b) Number of Camden businesses contracted into construction supply chain
- c) Number of local artists displaying work in the foyer space
- d) Number of young people supported into meanwhile work placements
- e) Number of refugees supported into construction training courses
- f) Number of people hired locally into long term employment contracts
- g) Number of Build UK events supported through Construction

## Target: Saville Theatre supports the health and wellbeing of employees and visitors

### Monitoring:

- a) Quality of indoor air and natural light provision
- b) Employment satisfaction of employees
- c) Number of opportunities provided for cross department socialising
- d) Number of people visiting Phoenix Gardens
- e) Number of construction workers engaging with the Make it Visible campaign

## Target: Saville Theatre symbolises a Just Transition

- a) Number of employees supported into green-training courses
- b) Reduction of material waste through construction and operation (volume)
- c) Quantum of materials re-directed from land-fill



# CONCLUSION AND NEXT STEPS

Yoo Capital and the project partners look forward to working with local communities, organisations, Camden Council and other local institutions in finessing and delivering this Social Impact strategy and ensuring that the project is a success in how it delivers social impact for Camden and London.

The following actions describe our short- and longer-term actions to pivot to implementation of this strategy.

## Short term:

- **Establish social impact steering group comprising of representatives from each project partner.**
- **Engagement with the Council to review opportunities presented in this strategy.**
- **Build and further relationships with organisations identified in this Strategy.**

## Medium term:

- **Development of construction focussed impact opportunities.**
- **Engagement with construction-based supply chain organisations.**
- **Delivery of construction-based employment and training opportunities outreach.**

## Longer term:

- **Continued development of individual project implementation plans.**
- **Engagement with local supply chain.**
- **Delivery of social value projects identified in this strategy.**

# MONTAGU EVANS

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LONDON EC3A 8BE



[MONTAGU-EVANS.CO.UK](http://MONTAGU-EVANS.CO.UK)

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