

## DRAFT EMPLOYMENT AND SKILLS TRAINING STRATEGY

**Site Address:** HAMPSTEAD POLICE STATION, ROSSLYN HILL, NW3

**Planning Ref Number:** tbc

**Developer:** Rostrack Limited

**Main Contractor:** tbc

**Build Value:** tbc

**Planned Start Date:** Q1 2024

**Planned Completion Date:** Q1 2026

### 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 2 key areas:

1. Training Opportunities
2. Employment and 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

Contract specific benchmarks are developed for the minimum outputs for each Employment and Skills Plan (ESSPs). They 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.

Additional template sheets should be used for contracts that will exceed 12 months duration.

*Details to be discussed during determination of the planning application and to be confirmed following appointment of main contractor.*

No.	New Entrants - Skills development	Numbers
1.	School/Curriculum Based Activities / College Site Visits – number	tbc
2.	School/College Site Workshops – number	tbc
3.	Work experience	tbc
3a	14-16 years – person weeks	tbc
3b	16+ years – person weeks	tbc
4.	Apprentices – New starts	tbc
	<b>Skills Culture</b>	
5.	Employment – number of roles created	tbc
6.	Locally procured good and services – value £'s	10%

The output figures for the ESSP are to indicate the minimum outputs for each month against the relevant Employment and Skills areas. The summary columns are also to be completed. Guidance on the Employment and Skills areas is also included.

## 3. Employment Skills and Supply Plan Method Statement

Organisations are required to provide a Method Statement setting out how they intend to deliver the ESP. 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 for who in the organisation will be responsible for managing the ESSP  
tbc
- ii. which trades or occupational areas will be offering apprenticeship opportunities  
Bricklayers  
Electricians  
Plumbers  
Roofers  
Heritage contractor
- iii. which types of apprenticeships will be offered i.e. broken down by trade  
tbc
- iv. how the target outputs as set out in the ESSP will be delivered  
. The strategy will involve the developer/point of contact meeting with Camden Council and their nominated partner at pre-tender stage/pre-implementation to discuss an Employment

and Training Strategy for every phase of the development and liaising with local employment providers to fill vacancies.

- v. how any health & safety issues will be managed

Ensuring that, so far as it is within the control of the appointed Main Contractor that adequate funds, materials, equipment and human resources are provided to ensure health and safety requirements are being met. Ensuring that objectives outlined within the Contractors Health and Safety Policy and Procedures Manual are fully understood observed and implemented by persons under their control. Ensuring that adequate communication and consultation channels are maintained so that information concerning health and safety matters, including the results of Risk Assessments which may affect staff/associates and apprentices, is adequately communicated to them.

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

The strategy will involve the developer/point of contact meeting with Camden Council and their nominated partner at pre-tender stage/pre-implementation to discuss an Employment and Training Strategy for every phase of the development and liaising with local employment providers/trade contractors to fill vacancies

- vii. how compliance will be managed with respect to the Contractor's trade contractors

When onboarding contractors and subcontractors, a comprehensive contractor "playbook" or process will provide direction to manage contractor compliance. A centralised contractor management system will ensure the work through the contractor compliance process, will set out everything which contractors/trades require for approval and ensures a consistency in approach .

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

The Organisation is to set out what additional employment and skills support they would be willing to provide and / or suggest how their 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**

Improving access to opportunities for all and attractiveness of careers by making construction a more diverse and inclusive industry.

Boosting all routes into industry by increasing apprenticeships starts and completions, enhancing work experience provision for those in education and creating opportunities for careers changers and returners.

Shifting focus from qualifications to competence through the development of sector-specific competency frameworks.

Preparing for the future of construction by up-skilling and re-skilling in the skills that are required to transform the industry

## 4. Monitoring arrangements

The Organisation 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. Evaluation will include:

- i) a review of the contractor's achievements against the original ESSP
- ii) their commitment to achieving the goals and
- iii) any additional value-added contribution that the contractor was able to delivery as an enhancement to the contract ESSP.

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## Employment & Skills Plan

**Development Name:**

(This should be completed for **each calendar year** of the development and accompanied by a Method Statement)

2018

Employment and Skills areas	January	February	March	April	May	June	July	August	September	October	November	December	Summ. No.	Summ. P/W.
<b>NEW ENTRANTS</b>														
<b>1. School/College/University Site Visits</b>														
<b>1a. Site visits – No. of students</b>														
<b>2. School/College Workshops</b>														
<b>2a. Workshops – No. of students</b>														
<b>3. Work Experience</b>														
<b>3a. 14-16 years</b>														
<b>3b. 16+ years</b>														
<b>4. Apprentices – New Starts (breakdown into specific trades)</b>														
<i>Carpentry &amp; Joinery</i>														
<i>Mechanical</i>														
<i>Electrical</i>														
<i>Groundwork</i>														
<i>Painting and decorating</i>														
<i>Other please add...</i>														
<b>Total apprentice starts</b>														
<b>5. Employment – (number of Camden residents supported into employment)</b>														
<b>6. Value of local procurement £'s</b>														



## 5. Summary of the Employment and Skills areas

NEW ENTRANTS	
<p><b>1. School / College / University site visits</b> – visits by students to the site to support their learning.</p> <p>1. monthly outputs – number of visits, 1a. monthly outputs - number of students 1. Summary information – total number of visits, 1a. Summary information - total number of students</p>	<p><b>2. School workshops</b> – 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 &amp; Built Environment Diploma and other relevant areas of the educational curriculum.</p> <p>2. monthly outputs – number of workshops, 2a. monthly outputs - number of students 2. Summary information – total number of workshops, 2a. Summary information – total number of students</p>
<p><b>3. Work experience 14-16 years and 16+ years</b> This can also include University Student placements which will be particularly relevant for the larger projects 3. monthly Outputs – number of placements 3. Summary information – total number of placements and number of person weeks</p>	<p><b>4. Apprentices New Starts-</b> an individual who has been recruited as part of the project and is employed on an apprenticeship programme recognised by the relevant sector skills council. 4. monthly Outputs – number of starts in month for project initiated apprentices 4. Summary information – i.) total number of project initiated apprentice starts, ii) total number of person weeks</p>
<p><b>5. Employment – number of roles created</b> – individuals resident in Camden who have been directly appointed to work on this project. This could include Job Centre Plus pre-employment initiatives.</p> <p>monthly Outputs – number of individuals who have been supported Summary information – total number of individuals who have been supported and ii) total number of individuals who have been supported into employment with an expectancy of the employment lasting 13 weeks or more.</p>	<p><b>6. Value of local Procurement</b> State the value of locally sourced good and materials</p>

## **6. Delivering Employment and Skills plan targets: Support from the London Borough of Camden – Employment Services team**

### **Skills and Employment**

The Camden is well placed to support contractors to meet the outcomes identified in the Employment and Skills Plan. The support is focused on:

### **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 full range of other providers of employment and skills services working in the borough. 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.

Please Contact: **Anita Khan 0207 974 5169** (Employment and Training Coordinator)

[Anita.khan@camden.gov.uk](mailto:Anita.khan@camden.gov.uk) for more information.

**14-19 Work Experience** is responsible for the development and delivery of work experience provision. Camden is working in partnership with Inspire! to arrange work experience placements for young people. Inspire staff and Camden's work experience coordinator will be available to support you in the planning and supervision of the placements you offer. We would expect all placements to include:

- A basic role description
- A scheme of work for the duration of the placement
- Regular supervision sessions
- A exit interview

The 14-19 Team will also support employers to build relationships with local schools and other youth referral agencies. Please contact: **Lorraine Lawson 020 7974 1264** [Lorraine.Lawson@camden.gov.uk](mailto:Lorraine.Lawson@camden.gov.uk) (Brokerage Manager) for further information

## **7. Delivering supply chain opportunities: support from the London Borough of Camden**

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 emanating 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 manufactured goods. We would aim to achieve as much local procurement as is practical and economic to do so.

Please contact: **Genny Fernandes (020 7974 8517, [Genny.fernandes@camden.gov.uk](mailto:Genny.fernandes@camden.gov.uk) )** for further information about how we can support you.