



EUSTON TOWER

Employment & Training Strategy
Addendum

December 2024



Euston Tower

Employment & Skills Strategy and Regeneration Statement - Addendum

December 2024

Contents

1.	Executive summary	3
2.	Introduction	5
	Purpose of this addendum	5
	Revisions to the Proposed Development	5
	Effect of revisions on socio-economic impact	7
	Structure of the report	8
3.	Updates to policy and baseline data	9
	Updates to policy	9
	Updates to baselines data	9
4.	Updated economic impacts of the Proposed Development	12
	Construction phase	12
	Operational phase	13
5.	Employment and skills aims	23
	Achieving the vision and objectives	23

1. Executive summary

1.1 This Employment & Skills Strategy and Regeneration Statement Addendum summarises the revisions made to the pending strategic application for Full Planning Permission (ref. 2023/5240/P), submitted in December 2023 for the Proposed Development at Euston Tower (286 Euston Road, London).

1.2 A number of revisions have been made to the Proposed Development's design. Most significantly of which for the purposes of socio-economic assessment are increases in the commercial floorspace. Formerly, the Proposed Development caused an uplift in commercial floorspace of 22,716 sqm (GIA). Following design revisions, the Proposed Development causes an uplift in commercial floorspace of 24,999 sqm (GIA).

1.3 This increase in commercial floorspace causes increases in all economic impacts. Economic impacts have been recalculated for the Proposed Development using three cases.

- **Case 1** – economic impact estimates in the 2023 Employment & Skills Strategy and Regeneration Statement (utilises outdated floorspaces and underlying data);
- **Case 2** – economic impacts estimated using updated data and methodology, applied to the 2023 floorspaces; and
- **Case 3** – economic impacts estimated using updated data and methodology, applied to the latest floorspaces.

1.4 The difference between case 3 and case 2 isolates the change in economic impacts that has been brought about solely by design revision. This is summarised in **Table 1**. The design revisions have had a positive impact on all economic impacts, causing an increase in the range of 5%-10%.

Table 1 – summary of changes to economic impacts resulting from the Proposed Development's design revisions (case 3 minus case 2)

Note: All columns are rounded. The change column may therefore not sum.

Impact	Case 2	Case 3	Change in case 2 and case 3 (impact of design revisions)
Construction job-years	5,185	5,850	665
Construction expenditure over construction period	£16.4m	£16.7m	£360k
Gross additional employment (jobs)	3,590 to 4,355	3,825 to 4,640	235 to 290
Annual uplift in worker expenditure	£12.8m to £15.5m	£13.7m to £16.6m	£1.0m to £1.2m
Annual uplift in economic output (GVA)	£378m to £458m	£404m to £489m	£26m to £32m
Annual uplift in tax revenues	£113m to £183m	£121m to £196m	£8m to £13m
Annual business rates payments accrued to LBC	£4.7m	£5.0m	£280k

- 1.5 The overall vision for the Applicant's Employment and Skills strategy for the Proposed Development remains unchanged. Some of the employment and skills targets have changed marginally on account of the revised construction cost and floorspace quantum.
- 1.6 The core set of initiatives that comprise the employment and skills strategy remain unchanged. However, since the 2023 Employment & Skills Strategy and Regeneration Statement, the Applicant has been collaborating with the London Borough of Camden (LBC) to develop understanding for how employment and skills initiatives could be achieved both in the construction phase and the operational phase of the Proposed Development. Labour forecasting analysis has been used to determine how employment and skills initiatives might disaggregate between different phases of the project. This is newly reported on this Addendum and is summarised in **Table 2**.

Table 2 – disaggregation of employment and skills initiatives by project phase

Project phase (opportunity)	Timing (approximate)*	Apprenticeship (indicative split)	Job (indicative split)	Two-week work experience (indicative split)
Construction phase (construction-related)	2027 – 2032	80 starts	45	24
Construction phase (STEAM-related)	2027 – 2032	30 starts	10	9
Operational phase (STEAM-related)	2032 – 2040	45 starts	15	17
Operational phase ('rolling')	2032 – 2037	5 'rolling' apprenticeships	-	-
Total	-	160	70	50

* timings are provisional, approximate, and are subject to change depending on when construction commences.

2. Introduction

Purpose of this addendum

- 2.1 This Employment & Skills Strategy and Regeneration Statement Addendum summarises the revisions made to the pending strategic application for Full Planning Permission (ref. 2023/5240/P), submitted in December 2023 for the Proposed Development at Euston Tower (286 Euston Road, London).
- 2.2 The Applicant has undertaken extensive consultation during both the pre-application and determination stages of the Proposed Development and has sought to respond positively to the responses received. The scheme has been revised in response to feedback from Officers, local stakeholders and residents, the Regents Park Conservation Area Advisory Committee and statutory consultees, including Historic England and The Greater London Authority.
- 2.3 This Addendum has been prepared detailing the revisions to the pending scheme (the “Proposed Development”). For the avoidance of doubt, the Employment & Skills Strategy and Regeneration Statement which accompanied the December 2023 Submission is considered as read and this Addendum deals only with the 2024 Revisions and any updates to assessments as a result of these revisions. This Addendum also clarifies and provides further details responding to consultation responses received since the original submission in December 2023. Save where varied or supplemented in this Addendum, the content of the Employment & Skills Strategy and Regeneration Statement remains valid and up to date.

Revisions to the Proposed Development

- 2.4 The Description of Development for the Proposed Development, in light of the 2024 Revisions, has been updated to the following (additions in bold):
- 2.5 *“Redevelopment of Euston Tower comprising retention of parts of the existing building (including central core, basement and foundations) and erection of a new building incorporating these retained elements, to provide a 32-storey mixed-use building providing offices and research and development floorspace (Class E(g)) and office, retail, café and restaurant space (Class E) and Enterprise space (Class E/ F) at ground and first, and associated external terraces; public realm enhancements, including new landscaping and provision of new publicly accessible steps and ramp; short and long stay cycle storage; servicing; refuse storage; plant and other ancillary and associated work.”*
- 2.6 The principal components of the 2024 Revisions comprise:
- **Massing**
 - Tower
 - Tower massing adjusted to create a simpler, rectangular form.
 - Tower is rounded at the corners to help the tower appear slimmer in long distance views.
 - Breathing spines are pushed inwards to separate the tower into four quadrants.
 - Podium
 - Podium massing is adjusted along with tower massing to be rectilinear with rounded corners, creating an increase in ground floor open space along Hampstead Road.
 - Enterprise Space (hybrid affordable workspace/neighbourhood lab) entrance along Hampstead Road adjusted from triple height to double height.
 - Number of podium levels increased from four to six (L00-L05).
 - **Height**

- No change to tower height.
- Podium height has increased by two levels.
- **Tower**
 - Façade design incorporates upstand into horizontal elements that wrap the rounded massing corners. Vertical elements span the tower top to bottom through which natural ventilation can occur.
 - Minor adjustment to vertical transportation strategy via level change for switch from mid- to high-rise lift banks.
 - Four double height amenities have been relocated relative to their previous quadrants/levels. All four double height amenities provide external terraces in various depths/heights, ensuring a wide range of amenity diversity.
 - Column grid adjusted to 9m bays and offset from façade by 2m. Megabracing strategy adjusted to Z arrangement.
 - The crown of the building has a double height amenity façade treatment such that the building is perceived the same from all angles. This is created by a combination of the façade treatment and the internal arrangement of central plant space at L30 and a “bathtub” of plant space at L31 that sets back from the tower façade.
- **Podium**
 - Escalator and stair layout of lobby space has been adjusted to be more space efficient.
 - Layout of public space in Enterprise Space (hybrid affordable workspace/neighbourhood lab) has been adjusted following feedback from public consultation.
- **Land Uses**
 - Publicly accessible space adjusted to L00 and L01 only except for the class E area at the top of the café staircase on L02.
- **Public Realm**
 - Main entrances to lobby space remain as at original the submitted planning application in December 2023 submission: on the southwest and southeast corners of the ground floor.
 - Main public entrance to Enterprise Space (hybrid affordable workspace/neighbourhood lab) remains at the northeast corner. Public entrance to restaurant space at L01 Regent’s Place Plaza also remains on northwest corner.
 - Minor updates have been made to the design and location of planters and trees in the public realm
- **Transport**
 - End of trip facilities entrance and access has been adjusted to a bicycle stair and lift. External access remains from the southwest corner of the ground floor.

2.7

The Applicant’s vision is to create a world leading science, technology and innovation building and public realm for Camden and the Knowledge Quarter that inspires, connects and creates opportunities for local people and businesses. This will be achieved by:

- Transforming the existing Euston Tower ensuring it is fit for the future by adopting cutting-edge sustainability targets and reusing, recycling, and offsetting, where necessary, to reach net zero at completion and in operation.
- Putting social impact at the heart of the project from the start and ensuring that communities play a key role in shaping new spaces which meet local needs.
- Creating pioneering workspaces in the Knowledge Quarter for businesses of all sizes to prosper.
- Ensuring that the future use of Euston Tower is built upon identified need and contributes to a thriving local, regional and national economy for our ever-changing world.
- Reimagining the public spaces of Regent’s Place Campus, creating safe, inclusive, connected and sustainable spaces for Camden’s communities.
- Contributing towards meeting Camden’s housing needs.

Effect of revisions on socio-economic impact

- 2.8 The Applicant's overall socio-economic vision for the Proposed Development remains the same. Alterations to the Proposed Development design have impacted the floorspace quantum as shown in **Table 3**. Most notably, the revised design has resulted in an increase in office floorspace of 2,881 sqm (NIA) (9%).¹ This has driven a small but non-negligible increase in all of the Proposed Development's economic impacts. These changes are reported in section **Updated economic impacts of the Proposed Development**.
- 2.9 The previous design included an accelerator space which was a part of the laboratory space. This accelerator space has now been excluded from the plans. This means that the specific conclusions made in subsection 'Contribution to supporting SMEs' of the 2023 Employment & Skills Strategy and Regeneration Statement no longer hold. However, the Proposed Development will now support SMEs through provision of affordable workspace as set out in the next paragraph.
- 2.10 As in the 2023 Employment & Skills Strategy and Regeneration Statement, the lobby is not considered as an employment generating floorspace and thus has been excluded from the estimation of economic impacts. Furthermore, the previous space which was proposed to be retail/community space (Class E/F) is now changed to an enterprise space (hybrid affordable workspace/neighbourhood lab). In the original report, it was assumed that the retail/community space would be 50% retail and 50% community, as at the time of writing the report the exact allocation between the two uses was not known (note this was separate from the 748 sqm [GIA] use class E retail space in the table). However, the exact floorspace allocations for the enterprise space are now known, as shown in the table below – 465 sqm (NIA) of affordable workspace and 281 sqm (NIA) of innovation, collaboration and knowledge sharing space.
- 2.11 Since the production of the original Employment & Skills Strategy and Regeneration Statement, the Applicant has been collaborating closely with LBC to evolve and add further detail to the Employment and Skills offering. The offering has evolved substantially, and hence sections of the "Employment and skills aims" chapter of the original Employment & Skills Strategy and Regeneration Statement has been rewritten in full within this document.

Table 3 – Updated areas and differences compared to previous areas

Category	Type	Use class	Previous area		Updated area		Difference (updated area minus previous area)	
			GIA	NIA	GIA	NIA	GIA	NIA
Workspace	Office	E(g(i))	46,465	31,575	49,667	34,456	3,202	2,881
	Lobby	E(g(i))	3,830	-	3,045	-	-785	-
	Sub-total	E(g(i))	50,295	31,575	52,712	34,456	2,417	2,881
	Lab-enabled wet lab	E(g(ii))	14,698	9,892	14,707	9,886	9	-6
	Lab-enabled dry lab	E(g(ii))	9,798	6,595	9,805	6,590	7	-5
	Sub-total	E(g(ii))	24,496	16,487	24,512	16,476	16	-11
Retail	Retail	E	748	585	997	514	249	-71

¹ Not including the affordable workspace in the enterprise space.

Category	Type	Use class	Previous area		Updated area		Difference (updated area minus previous area)	
			GIA	NIA	GIA	NIA	GIA	NIA
	Sub-total	E	748	585	997	514	249	-71
Enterprise space (previously classed as retail/community space)	Affordable workspace	E (g(i))	1,002	771	1000	465	2	-306
	Innovation, collaboration and knowledge sharing space	-	1,002	771	605	281	397	-490
	Sub-total	-	2,003	1,541	1,605	746	-398	-795
	Total proposed	-	77,541	50,188	79,825	52,192	2,284	2,004

Structure of the report

2.12

The remainder of this report is structured as follows:

- **Updates to policy and baseline data** – this chapter presents any key changes to the baseline data and policy information presented in the original Employment & Skills Strategy and Regeneration Statement. It then provides commentary on how these changes might impact the overall economic case for the Proposed Development.
- **Updated economic impacts of the Proposed Development** – this chapter presents updated economic impacts of the Proposed Development following design revisions.
- **Employment and skills aims** – following substantial evolution of the employment and skills offer for the Proposed Development, this chapter represents the updating of the “Employment and skills aims” chapter found in the original Employment & Skills Strategy and Regeneration Statement.

3. Updates to policy and baseline data

3.1 All baseline information, data, and policy documentation presented in the Employment & Skills Strategy and Regeneration Statement has been reviewed for updates. This consists of any baseline data, policies, and statistics that were presented in the following chapters of the original report:

- **Chapter 4** – The need to support science, technology and innovation;
- **Chapter 5** – Wider impacts; and
- **Chapter 6** – Local employment and skills context.

3.2 This section presents updates that are material in the context of the Proposed Development (and changes to the Proposed Development), instead of repeating the findings of each baseline analysis and policy.

Updates to policy

3.3 A literature review has been undertaken to assess whether any relevant local, regional, and national policy, associated with socioeconomics, regeneration, and employment and skills, has been published in full since the 2023 Employment & Skills Strategy and Regeneration Statement. This review did not identify any new relevant policy.

3.4 LBC is in the process of updating its Local Plan. The emerging Camden Local Plan is currently in its consultation stage. The Regulation 18 consultation took place in early 2024. Further consultation is anticipated in 2025, with adoption currently anticipated in Spring 2026. Therefore, at this stage, in line with paragraph 48 of the NPPF, limited weight should be applied to policies within the draft emerging Local Plan. In light of this, these emerging policies have not been referenced and the proposals have not been assessed against the policies in this Employment & Skills Strategy and Regeneration Statement Addendum.

Updates to baselines data

3.5 All baseline information and data presented in **The need to support science, technology and innovation**, **Local employment and skills context** and **Wider Impacts** sections in the original report have been reviewed and checked for updates. It was found that, with the exception of the baseline data discussed below, there were no changes in baseline data which significantly impacted the overall economic case for the Proposed Development. Overall, the conclusions of the Employment & Skills Strategy and Regeneration Statement still hold.

3.6 The following baseline data have had significant updates which impact the economic case for the Proposed Development, and are discussed in greater detail:

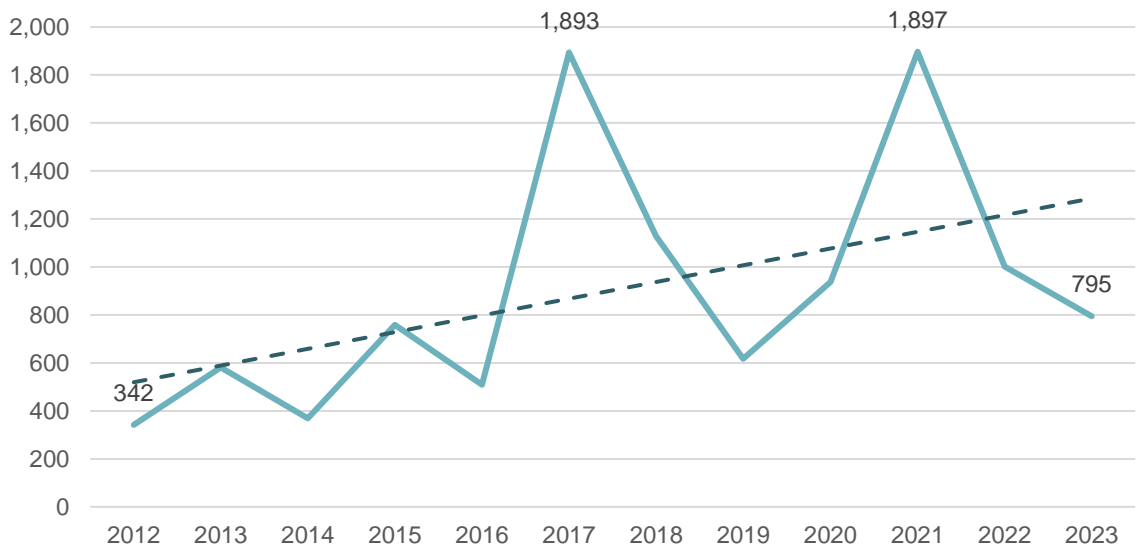
- **Foreign direct investment and equity finance** – **Figure 4** in section **The need to support science, technology and innovation**; and
- **Lab space pipeline in the Golden Triangle** – **paragraph 4.21** in section **The need to support science, technology and innovation**.

Foreign direct investment and equity finance in the UK

3.7 In the 2023 Employment & Skills Strategy and Regeneration Statement, Figure 4 presents the substantial investment benefits related to the UK life sciences sector. These baseline data are based on various government datasets. The latest data show that over 2012 to 2023, foreign direct investment (FDI) has increased at a compounded annual growth rate (CAGR) of 7%,² much lower than the 21% growth rate over 2012 to 2021 stated in the 2023 Employment & Skills Strategy and Regeneration Statement. This may partly be due to large FDI influx in the UK for healthcare research related to the coronavirus pandemic in 2020 and 2021. Overall, FDI in UK life sciences has varied highly across the years as shown in **Figure 1**. However, the trendline in the figure shows that on average, the value of FDI has grown in the UK life science sector.

Figure 1 – FDI in UK life sciences has been erratic over the past decade, with high influx in 2017 and 2021.

FDI in UK life sciences industry, 2012-2023



Source: Office for Life Sciences, 2024. Bioscience and Health Technology Sector Statistics 2023. Note: The surge in FDI in 2017 may partly be attributed to the launch of the Life Sciences Industrial Strategy.

3.8 Similarly, equity finance in 2023 was over 5 times that of 2012 as per latest data (CAGR of 15%).³ However, equity finance in 2021 was 13 times that of 2012 (CAGR 33%) in the baseline data presented in the 2023 Employment & Skills Strategy and Regeneration Statement. This could partly be due to the same reason as the large FDI influx during the pandemic. In terms of the absolute value of equity finance, the UK is still in the top three countries, behind USA and China.

3.9 Even though capital investment in the life sciences sector has slowed in the recent years compared to the pandemic years, the UK maintains a strong position in the life sciences industry globally. There needs to be

² Office for Life Sciences, 2024. Bioscience and Health Technology Sector Statistics 2023

³ Office for Life Sciences, 2024. Bioscience and Health Technology Sector Statistics 2023

a focus on providing ample resources necessary to achieve competitiveness, which include providing life sciences spaces, such as that of the Proposed Development.

Lab space pipeline in the Golden Triangle

- 3.10 In the 2023 Employment & Skills Strategy and Regeneration Statement, lab space pipeline and demand in the Golden Triangle are discussed in paragraph 4.21. The source for these baseline data are the quarterly Cushman and Wakefield reports. The latest Cushman and Wakefield report shows that in Q3 2024, there was 4.3m sqft of lab space in the development pipeline of the Golden triangle.⁴ This is much higher than the development pipeline as of Q3 2023 – 2.2m sqft, presented in the Employment & Skills Strategy and Regeneration Statement.⁵ Of the 4.3m sqft in Q3 2024, 3.7m sqft was under construction and 0.8m sqft was pre-let. An additional 4.5m sqft has obtained planning permission but is not under construction until 2028 (note that this does not form a part of the development pipeline).
- 3.11 The latest report (or any report after Q3 2023 release) does not update on the active requirements for lab spaces in the Golden Triangle. So, the demand against the supply in the pipeline is not clear with the updated source. However, it should be noted that quarterly data on lab space pipeline can vary highly, and therefore, it is difficult to make conclusions based on quarterly data. Other baseline data presented, such as the vacancy rates of fitted lab spaces in London and LBC's commitment to growth of the life sciences sector, remains unchanged.
- 3.12 The newly elected Labour government's latest plan for the life sciences sector also emphasises building on the national life sciences strength, notably in areas like the Golden Triangle.⁶ The plan however notes that there is still a lack of commercial space for life sciences around traditional centres of excellence such as the Golden Triangle. Indeed, the government's strategy calls for tilting the balance in favour of approving new lab space developments by prioritising and fast-tracking applications.
- 3.13 Following all the arguments outlined above, it is reasonably concluded that there remains a need for life sciences space in this location.

⁴ Cushman & Wakefield, 2023. Life Sciences – Golden Triangle Lab Report Q3 2024

⁵ Cushman & Wakefield, 2023. Life Sciences – Golden Triangle Lab Report Q3 2023

⁶ Labour, 2024. A Prescription for Growth – Labour's plan for the life sciences sector

4. Updated economic impacts of the Proposed Development

4.1 The estimated economic impacts of the Proposed Development have changed since the 2023 Employment & Skills Strategy and Regeneration Statement was prepared. This is due to both changes in the underlying datasets used to drive calculations (e.g., the ONS's annual GVA data releases), and changes in the design of the Proposed Development.

4.2 In this section, each economic impact which was estimated in the 2023 Employment & Skills Strategy and Regeneration Statement is updated using three cases:

- **Case 1** – economic impact estimates in the 2023 Employment & Skills Strategy and Regeneration Statement (utilises outdated floorspaces and underlying data);
- **Case 2** – economic impacts estimated using updated data and methodology, applied to the 2023 floorspaces;
- **Case 3** – economic impacts estimated using updated data and methodology, applied to the latest floorspaces.

4.3 Estimates from case 2 against case 1 demonstrate the impact of the changes in underlying datasets and methodology. Estimates from case 3 against case 2 demonstrate the impact of the changes in the Proposed Development itself. These are presented in the last column of all the tables presented below through the difference: case 3 estimates minus case 2 estimates.

4.4 As in the 2023 Employment & Skills Strategy and Regeneration Statement, operational economic impacts are presented for two scenarios – the minimum employment scenario and the maximum employment scenario. The definition of these scenarios remains unchanged.

Construction phase

4.5 **Table 4** presents all construction impacts under each of the three cases. As in the 2023 Employment & Skills Strategy and Regeneration Statement, estimates for construction jobs are repurposed from the **Environmental Statement: Chapter 6 Socio-Economics**.

4.6 In case 2, the underlying data which has changed since the last report is the estimated daily construction worker spend. This spend figure has increased from £11.83 per worker per day to £13.37. The rest of the underlying methodology and data remains the same.

4.7 Construction job years have increased by 13% (665) over case 2 to case 3. This is because of changes to the construction costs and overall construction period. Construction worker expenditure over the whole construction duration increases by 2% (£360k) in case 3 compared to case 2.

Table 4 – Updates in construction impacts

Note: All columns are rounded. The change column may therefore not sum.

Impact	Case 1	Case 2	Case 3	Change in case 2 and 3
Construction jobs years	5,185	5,185	5,850	665

Impact	Case 1	Case 2	Case 3	Change in case 2 and 3
Construction jobs over the construction period	1,055	1,055	1,105	45
Construction worker expenditure per year	£2.8m	£3.1m	£3.2m	£134k
Construction expenditure over construction period	£14.9m	£16.4m	£16.7m	£360k

Operational phase

4.8 For the operational impacts, the reference case and assessment scenarios are the same as in the 2023 Employment & Skills Strategy and Regeneration Statement.

4.9 It should be noted that at the time of submission of the original planning application, the space with use class E/F was part retail and part community space. In the original Employment & Skills Strategy and Regeneration Statement, it was assumed that the space would be 50% retail (employment generating) and 50% community space (non-employment generating). This is reflected in case 1 and 2 economic impacts in this section. However, the use class for this space has changed since, and is now known as the enterprise space which is part affordable workspace (465 sqm NIA) and part innovation, collaboration and knowledge sharing space (281 sqm NIA). Essentially, the estimates presented in tables throughout this section do not have a value for the Enterprise Space in case 1 and case 2, but only for case 3.

Existing employment

4.10 Existing employment was based on the actual employment currently on-site, sourced from occupants, and was not estimated. This remains unchanged, and so, is consistent across all three cases. It consists of 56 jobs (56 FTEs) of which 37 jobs (37 FTEs) are in food and beverage, 16 jobs (16 FTEs) are in retail, and 3 jobs (3 FTEs) are in the arts.

Gross direct and gross additional employment

4.11 Updates to gross direct employment in all three cases (and both employment scenarios) are presented in **Table 5** and **Table 6**. In case 2, the only methodological changes that have taken place are the utilisation of new part-time work patterns to obtain job numbers from FTEs. These updated work-patterns are based off the newly released Business Register and Employment Survey (BRES) data for the year 2023.⁷ Therefore, the estimates have changed compared to case 1.

4.12 Due to the changes in employment-generating floorspace, gross direct employment estimates have altered in case 3. The new floorspaces have resulted in 255 to 305 more office jobs, and 60 fewer retail jobs in both scenarios. Additionally, the enterprise space is expected to support 40 jobs. There has also been a negligible decrease in lab employment compared to case 1 (so the difference is approximately zero). Overall, the new floorspaces have resulted in a net increase in gross direct employment by 235 to 290 jobs.

4.13 Overall, the gross direct employment created in the office and lab sector at the Proposed Development is still 4% to 5% of LBC's employment in the professional, scientific and technical sector.⁸ The gross direct

⁷ ONS, 2024. BRES 2023

⁸ ONS, 2023. BRES 2022

employment of 3,885 to 4,695 jobs in case 3 is equivalent to 9% to 10% of LBC's forecast employment growth over 2021-2031.⁹ This is the marginally higher in the minimum employment scenario compared to the 2023 Employment & Skills Strategy and Regeneration Statement (which was 8% in the minimum employment scenario).

Table 5 – Updates to gross direct employment (minimum employment)

Note: All columns are rounded to nearest 5s. The change columns may therefore not sum.

Impact	Case 1		Case 2		Case 3		Change between case 2 and 3	
	FTE	Jobs	FTE	Jobs	FTE	Jobs	FTE	Jobs
Office	2,630	2,805	2,630	2,795	2,870	3,050	240	255
Lab-enabled dry lab	550	585	550	585	550	585	0	0
Lab-enabled wet lab	165	175	165	175	165	175	0	0
Retail	75	95	75	95	30	35	-50	-60
Enterprise space	-	-	-	-	40	40	40	40
Total	3,425	3,665	3,425	3,645	3,655	3,885	230	235
Additional employment	3,365	3,605	3,365	3,590	3,595	3,825	230	235

Note: FTE and jobs figures are rounded to nearest 5. So, columns may not sum to total.

Table 6 – Updates to gross direct employment (maximum employment)

Note: All columns are rounded to nearest 5s. The change columns may therefore not sum.

Impact	Case 1		Case 2		Case 3		Change between case 2 and 3	
	FTE	Jobs	FTE	Jobs	FTE	Jobs	FTE	Jobs
Office	3,160	3,370	3,160	3,350	3,445	3,660	290	305
Lab-enabled dry lab	660	705	660	700	660	700	0	0
Lab-enabled wet lab	245	265	245	265	245	260	0	0
Retail	75	95	75	95	30	35	-50	-60
Enterprise space	-	-	-	-	40	40	40	40
Total	4,140	4,430	4,140	4,410	4,420	4,695	280	290

⁹ GLA, 2023. London Long Term Labour Market Projections – Borough projections interim update

Impact	Case 1		Case 2		Case 3		Change between case 2 and 3	
	FTE	Jobs	FTE	Jobs	FTE	Jobs	FTE	Jobs
Additional employment	4,085	4,375	4,085	4,355	4,365	4,640	280	290

Note: FTE and jobs figures are rounded to nearest 5. So, columns may not sum to total.

4.14 As in the 2023 Employment & Skills Strategy and Regeneration Statement, these employment estimates are compared against the operational employment estimates of the **Environmental Statement: Chapter 6 Socio-Economics** (ES Chapter). The differences in differences between case 1 and case 3 between the two sets of reports is also presented (see **Table 7** and **Table 8** respectively).

4.15 As explained in depth in the 2023 Employment & Skills Strategy and Regeneration Statement (paragraphs 3.21 to 3.24), both these reports have methodological differences due to the differing frameworks of their assessment. In summary, the ES Chapter is required to assess socio-economic effects in the methodological framework of the wider **Environmental Statement**. In this framework, the chapter is bound to report the absolute best-case and worst-case employment generation scenarios based on the extent to which the floorspaces which have flexible uses can be varied. However, the Employment Skills Strategy and Regeneration Statement is not bound by the same methodological framework as the Environmental Statement, and as such can present employment generation scenarios that are in line with the most likely split of floorspace uses (see **Table 3**).

Table 7 – Comparison against ES Chapter jobs estimates

Gross direct employment (FTEs). Note: All columns are rounded to nearest 5s. Hence, values may not sum when derived from values presented in previous tables.

Case	ES Chapter worst-case (A)	Volterra minimum employment (B)	Volterra maximum employment (C)	ES Chapter best-case (D)
Case 1	2,735	3,425	4,140	4,950
Case 3	2,950	3,655	4,420	5,165

Note: All columns except the differences columns are rounded to nearest 5s.

Table 8 – Difference between the estimates of both reports across different employment scenarios

Note: All columns are rounded to nearest 5s. Hence, values may not sum when derived from values presented in previous tables.

Difference between estimates of both reports	Case 1	Case 3
(A)-(B)	-690	-700
(D)-(C)	805	745

4.16 Comparison of both employment scenarios across both reports (i.e., best-case in ES Chapter against Volterra maximum employment, and worst-case in ES Chapter against Volterra minimum employment), shows that the differences in estimates remain broadly consistent across both case 1 and case 3.

- 4.17 To estimate net additional employment, the ES Chapter utilises a displacement factor of 25% and a multiplier of 1.21, both at the borough level. These essentially differ from the displacement factor and multiplier used in this addendum due to a difference in the level of geography considered (50% and 1.7 respectively, see paragraph 4.32) – the ES Chapter considers these factors at the borough level (a much smaller geography hence smaller factors) while this addendum considers them at the regional (London) level, just as in the 2023 Employment & Skills Strategy and Regeneration Statement.

Worker expenditure

- 4.18 Updates to worker expenditure are presented in **Table 9** and **Table 10**. Compared to case 1, worker expenditure in case 2 is higher by approximately £1.2m - £1.4m. This has also impacted the uplift in worker expenditure. The methodological difference driving this is updates to per day worker spend by sectors. This spend figure has been updated for the latest earnings data (sectoral) and then uplifted for inflation. The updated spend per day by a worker in each industry utilised in case 2 (and case 3) are as follows, along with the corresponding figure utilised in case 1 after the semi-colon:

- Retail - £7.31; updated from £6.26
- Lab/office - £17.27; updated from £15.72
- Food and beverage (existing site) - £5.55; updated from £4.71
- Art (existing site) - £8.51; updated from £7.25

- 4.19 Note that in case 3, spend per worker for the enterprise space is assumed to be the same as a lab/office worker.

- 4.20 In case 3, the increase in office workers (and hence, overall increase in workers, as discussed in **paragraph 4.11**) drives the increase overall worker expenditure, as compared to case 2. Therefore, the new floorspace quantum result in £1.0m to £1.2m additional worker expenditure relative to the previous floorspaces.

Table 9 – Updates to worker expenditure (minimum employment)

Note: All columns are rounded. The change column may therefore not sum.

Impact	Case 1	Case 2	Case 3	Change between case 2 and 3
Worker expenditure	£11.7m	£12.8m	£13.8m	£1.0m
Additional worker expenditure	£11.6m	£12.8m	£13.7m	£1.0m

Source: GLA Economics, 2020. Lost worker vs. tourism expenditure in the CAZ; ONS, 2024. EARN03 – Average Weekly Earnings

Table 10 – Updates to worker expenditure (maximum employment)

Note: All columns are rounded. The change column may therefore not sum.

Impact	Case 1	Case 2	Case 3	Change between case 2 and 3
Worker expenditure	£14.2m	£15.6m	£16.7m	£1.2m

Impact	Case 1	Case 2	Case 3	Change between case 2 and 3
Additional worker expenditure	£14.1m	£15.5m	£16.6m	£1.2m

Source: GLA Economics, 2020. Lost worker vs. tourism expenditure in the CAZ; ONS, 2024. EARN03 – Average Weekly Earnings

Economic output

- 4.21 Updates to gross value added (GVA) are presented in **Table 11** and **Table 12**. Differences in case 2 relative to case 1 are driven by updates to GVA per worker estimates. Since the original report was submitted, an updated GVA dataset has been published by the ONS, which contained GVA estimates for 2022.¹⁰ Furthermore, as mentioned before, part-time work patterns which have been used to obtain the number of jobs have also changed. GVA per worker in the professional, scientific and technical sector (the sector assumed to occupy both the office and lab space) within LBC and the City of London has declined since 2021, from £106,288 to £104,875 in 2022.¹¹ GVA per worker for retail workers within LBC and the City of London increased from £66,071 in 2021 to £78,536 in 2022.
- 4.22 Note that the 2023 Employment & Skills Strategy and Regeneration Statement erroneously states lab-enabled GVA of £98m, and hence a total GVA of £462m. The correct estimates should have been £103m and £467m respectively, which are now presented in case 1 in **Table 11**.¹²
- 4.23 Overall, GVA created by the Proposed Development in case 3 is £406m to £492m dependent on the scenario. The GVA created by the office and lab workers at the Proposed Development is expected to account for 2% of the GVA created by City of London and LBC's professional, scientific and technical sector.¹³
- 4.24 When comparing case 3 to case 2, the recent decline in GVA per professional, scientific and technical sector worker is more than offset by the GVA generated by the increase in the number of office workers at the Proposed Development in case 3. Hence, the total economic activity created by the lab and office workers is estimated to be higher in case 3 than in case 2.
- 4.25 Overall, the new floorspaces result in an increase in total GVA of the Proposed Development by £26m to £32m. The GVA created by the office and lab workers is still expected to be 2% of the GVA created by City of London and LBC's professional, scientific and technical sector (same as case 2).

Table 11 – Updates to gross value added (minimum employment)

Note: All columns are rounded. The change column may therefore not sum.

Gross value added	Case 1	Case 2	Case 3	Change between case 2 and 3
Office	£298m	£293m	£320m	£27m

¹⁰ONS, 2024. Regional gross value added (balanced) by industry: all ITL regions 2022

¹¹ ONS, 2023. BRES 2022; ONS, 2024. Regional gross value added (balanced) by industry: all ITL regions 2022

¹² Note that this error has impacted tax revenues as well, which are discussed in detail ahead.

¹³ The ONS publishes GVA for City of London and LBC combined. This is the lowest level of geography at which these data are available.

Gross value added	Case 1	Case 2	Case 3	Change between case 2 and 3
Lab-enabled (wet and dry labs combined)	£81m	£80m	£79m	-£55,000
Retail	£6m	£7m	£3m	-£5m
Enterprise space	-	-	£4m	£4m
Total	£386m	£380m	£406m	£26m
Additional	£383m	£378m	£404m	£26m

Source: ONS, 2023. BRES 2022; ONS, 2023. Regional gross value added (balanced) by industry: all ITL regions 2022. Note: Figures for GVA may not sum due to rounding to the nearest 1,000,000.

Table 12 – Updates to gross value added (maximum employment)

Note: All columns are rounded. The change column may therefore not sum.

Gross value added	Case 1	Case 2	Case 3	Change between case 2 and 3
Office	£358m	£352m	£384m	£32m
Lab-enabled (wet and dry labs combined)	£103m	£101m	£101m	-£69,000
Retail	£6m	£7m	£3m	-£5m
Enterprise space	-	-	£4m	£4m
Total	£467m	£460m	£492m	£32m
Additional	£465m	£458m	£489m	£32m

Source: ONS, 2023. BRES 2022; ONS, 2023. Regional gross value added (balanced) by industry: all ITL regions 2022. Note: Figures for GVA may not sum due to rounding to the nearest 1,000,000.

Tax revenues and business rates

Tax revenues

- 4.26 Since tax revenues can be estimated as a proportion of GVA (usually between 30% and 40%), they follow a similar trend across the cases as described in subsection **Economic output** above. The low and high tax scenarios across both minimum and maximum employment scenarios are presented in **Table 13** and **Table 14**. Due to changes in GVA per worker and part-time working patterns (and hence number of jobs), GVA estimates across case 2 and case 1 have slightly different tax revenue estimates.
- 4.27 The overall increase in GVA estimates in case 3 results in an overall increase in tax revenues in case 3 compared to case 2. The new floorspaces result in an increase in tax revenues by £8m to £10m in the low tax scenario, and £11m to £13m in the high tax scenario.

4.28

The error in maximum employment GVA estimates (see **paragraph 4.22**) in the 2023 Employment & Skills Strategy and Regeneration Statement also apply to the tax revenue estimates and have also now been rectified.

Table 13 – Updates to tax revenues (low tax – 30% of GVA)

Note: All columns are rounded. The change column may therefore not sum.

Employment scenario	Case 1	Case 2	Case 3	Change between case 2 and 3
Minimum employment	£115m	£114m	£122m	£8m
Maximum employment	£140m	£138m	£148m	£10m

Source: GLA Economics, 2020. Lost worker vs. tourism expenditure in the CAZ; ONS, 2024. EARN03 – Average Weekly Earnings

Table 14 – Updates to tax revenues (high tax – 40% of GVA)

Note: All columns are rounded. The change column may therefore not sum.

Employment scenario	Case 1	Case 2	Case 3	Change between case 2 and 3
Minimum employment	£154m	£152m	£163m	£11m
Maximum employment	£187m	£184m	£197m	£13m

Table 15 – Updates to additional tax revenues

Note: All columns are rounded. The change column may therefore not sum.

Employment scenario	Tax scenario	Case 1	Case 2	Case 3	Change between case 2 and 3
Minimum employment	Low (30% of GVA)	£115m	£113m	£121m	£8m
Maximum employment		£139m	£137m	£147m	£10m
Minimum employment	High (40% of GVA)	£153m	£151m	£162m	£11m
Maximum employment		£186m	£183m	£196m	£13m

Business rates

- 4.29 Updates to business rates payments made by the Proposed Development are presented in **Table 16**. In 2024, new business rates multipliers were introduced. For any rateable values above £51,000, the multiplier for 2024 is 54.6p per £1, higher than in 2023 which was 51.2p per £1. Due to this change in multipliers, business rates payment estimates in case 2 are higher than case 1. No other methodological changes have taken place.
- 4.30 Due to changes in floorspaces, business rates payments in case 3 have changed. These are approximately £932k higher than in case 2. In terms of the amount accrued to LBC, the retention rate remains at 30%,¹⁴ the same as when the 2023 Employment & Skills Strategy and Regeneration Statement was written. An additional £280k is accrued to LBC due to change in floorspaces.

Table 16 – Updates to business rates payments

Note: All columns are rounded. The change column may therefore not sum.

Impact	Case 1	Case 2	Case 3	Change between case 2 and 3
Business rates payments	£15.0m	£16.0m	£17.0m	£932k
Additional	£14.8m	£15.8m	£16.7m	£932k
Uplift in payment accrued to LBC	£4.4m	£4.7m	£5.0m	£280k

Source: Valuation Office Agency, 2023. Draft summary valuations 2017 ad 2023; Valuation Office Agency, 2023. Find a property

Net additional employment

- 4.31 Updates to net additional employment are presented in **Table 17**. Since gross FTE figures remain the same in case 1 and 2, net additional FTEs across both cases are the same. However, due to updates in the gross jobs calculation, net additional jobs differ across both cases.
- 4.32 Changes in gross direct employment (see **Gross direct and gross additional employment**) drive the changes in net additional employment in case 3 when compared to case 2. Furthermore, the justification for determining the displacement and multiplier effects in the original Employment & Skills Strategy and Regeneration Statement has also been reviewed. It is found that the reasoning still holds and so, the displacement factor of 50% (regional level), and the multiplier of 1.7 (regional level) are still suitable for cases 2 and 3 (although it is recognised that these differ from those presented in the **Environmental Statement** – see **paragraph 4.17**).
- 4.33 Overall, net additional employment has increased by 200 to 245 jobs due to new floorspaces.

¹⁴ Retrieved from: <https://www.gov.uk/government/statistics/national-non-domestic-rates-collected-by-councils-in-england-forecast-2024-to-2025>. Accessed: October 2024

Table 17 – Updates to net additional employment (minimum employment)

Note: All columns are rounded. The change columns may therefore not sum.

Impact	Case 1		Case 2		Case 3		Change between case 2 and 3	
	FTE	Jobs	FTE	Jobs	FTE	Jobs	FTE	Jobs
Gross direct	3,425	3,665	3,425	3,645	3,655	3,885	230	235
Existing	55	55	55	55	55	55	0	0
Gross additional jobs	3,365	3,605	3,365	3,590	3,595	3,825	230	235
Net direct proposed (50% displacement)	1,710	1,830	1,710	1,825	1,825	1,940	115	120
Net direct existing (50% displacement)	30	30	30	30	30	30	0	0
Net indirect proposed (1.7)	1,200	1,280	1,200	1,275	1,280	1,360	80	85
Net indirect existing (1.5)	15	15	15	15	15	15	0	0
Net additional	2,870	3,070	2,870	3,055	3,065	3,260	195	200
<i>Net additional LBC residents</i>	220	235	220	235	235	250	15	15
<i>Net additional London residents</i>	2,410	2,580	2,410	2,570	2,575	2,740	165	170

Note: All figures, including existing employment, are rounded to nearest 5s. Figures may not sum due to rounding.

Table 18 – Updates to net additional employment (maximum employment)

Note: All columns are rounded. The change columns may therefore not sum.

Impact	Case 1		Case 2		Case 3		Change between case 2 and 3	
	FTE	Jobs	FTE	Jobs	FTE	Jobs	FTE	Jobs
Gross direct	4,140	4,430	4,140	4,410	4,420	4,695	280	290
Existing	55	55	55	55	55	55	0	0

Impact	Case 1		Case 2		Case 3		Change between case 2 and 3	
	FTE	Jobs	FTE	Jobs	FTE	Jobs	FTE	Jobs
Gross additional	4,085	4,375	4,085	4,355	4,365	4,640	280	290
Net direct proposed (50% displacement)	2,070	2,215	2,070	2,205	2,210	2,350	140	145
Net direct existing (50% displacement)	30	30	30	30	30	30	0	0
Net indirect proposed (1.7)	1,450	1,550	1,450	1,545	1,545	1,645	95	100
Net indirect existing (1.5)	15	15	15	15	15	15	0	0
Net additional	3,480	3,725	3,480	3,705	3,715	3,950	235	245
<i>Net additional LBC residents</i>	270	285	270	285	285	305	20	20
<i>Net additional London residents</i>	2,925	3,130	2,925	3,115	3,125	3,320	200	205

Note: All figures, including existing employment, are rounded to nearest 5s. Figures may not sum due to rounding.

5. Employment and skills aims

- 5.1 The 2023 Employment & Skills Strategy and Regeneration Statement contains two chapters which summarised the Employment and skills strategy for the Proposed Development. These are:
- **Chapter 6** – Local employment and skills context; and
 - **Chapter 7** – Employment and skills aims.
- 5.2 Chapter 6 assessed the baseline conditions under a number of key themes to understand the socio-economic needs that a tailored employment and skills themes. The policy and baseline data that underpins these conclusions has been reviewed as part of the exercise reported in **chapter 3** of this Addendum. This review found that since publication of the 2023 Employment & Skills Strategy and Regeneration Statement, no new data or policy documentation has been released which materially alters any of the conclusions made in chapter 6 of the original 2023 document.
- 5.3 Since publication of the 2023 Employment & Skills Strategy and Regeneration Statement, the Applicant has been working with LBC to significant develop the Employment and Skills offering of the Proposed Development. This has been in the form of multiple meetings with LBC officers and most recently through liaising on a draft Euston Tower Employment & Skills Delivery Plan which LBC officers have fed back on.
- 5.4 Given the significant work that has taken place over the past year, some elements of “Chapter 7 – Employment and skills aims” require substantial revision. The sections of this chapter, and whether they require updating, are set out below:
- **The Applicant vision statement** – no material changes since 2023, no update required;
 - **The Applicant’s employment and skills strategies and policies** – no material changes since 2023, no update required;
 - **Applicant experience** – no material changes since 2023, no update required;
 - **Achieving the vision and objectives** – evolved since 2023 following development of the draft Euston Tower Employment & Skills Delivery Plan. An updated section can be found below; and
 - **Alignment with the objectives** – it is confirmed that the evolved employment and skills offer aligns with the objectives of the employment and skills strategy set out in the original 2023 Employment & Skills Strategy and Regeneration Statement. Hence, no update required.

Achieving the vision and objectives

- 5.5 As set out in the 2023 Employment & Skills Strategy and Regeneration Statement the Applicant’s vision statement for the Proposed Development’s employment and skills contribution, which remains unchanged, is as follows:

The Proposed Development presents a unique opportunity to harness the Applicant’s existing knowledge and connections within Regent’s Place to deliver local employment and skills opportunities within LBC’s KQID, connecting LBC residents to a growing sector.

The Applicant’s **vision is to enable various bespoke end-use STEAM opportunities for LBC residents, through an**

apprenticeship and/or T Level programme in collaboration with local partners. In addition, the applicant will enable a number of employment and skills opportunities during the construction phase.

This would leverage the Applicant's extensive existing partnerships and experience at Regent's Place, whilst creating additional opportunities tailored to local priorities.

Commitments

- 5.6 Following development of the draft Euston Tower Employment & Skills Delivery Plan in collaboration with LBC, the Applicant commits to the following initiatives to achieve this vision. The Applicant will use reasonable endeavours to meet the targets presented below. These targets have been updated where appropriate following the Proposed Development's revised construction cost and floorspace information.

Recruit 160 apprentices

- 5.7 LBC planning guidance outlines that developments of over £3m build cost are required to recruit one construction apprentice through LBC, or a nominated partner, for every £3m of build cost.¹⁵ The construction cost of the Proposed Development is £465m (not including demolition and fitout costs – see paragraph below) resulting in a target of 155 apprenticeships.
- 5.8 The removal of demolition and fitout costs for the calculation of apprenticeship has been agreed with LBC and is due to the lack of current provision of apprenticeships specifically related to demolition and fitout activities. Evidence demonstrating this has been presented within a draft Euston Tower Employment & Skills Delivery Plan and agreed with LBC.
- 5.9 The Applicant will make reasonable endeavours to deliver these 155 apprentices both over the construction and operational phase of the Proposed Development. Further details of this are contained within subsection **Delivery plan** below.
- 5.10 In addition to these 155 apprentices calculated using the 1 per £3m benchmark, the Applicant will also make reasonable endeavours, in agreement with LBC, to enable the recruitment of a further 5 STEAM-related apprentices during the operational phase. This will ensure that there are always 5 apprentices learning and earning in the initial 5 years of the project's end-use phase on a 'rolling basis'. Again, further details of this are contained within subsection **Delivery plan** below.
- 5.11 This brings the total target number of apprentices up to 160.

Recruit 70 local job seekers

- 5.12 LBC planning guidance outlines that developers are expected to recruit from LBC's resident population for construction related jobs.¹⁶ Specifically, the Applicant should use the Construction Industry Training Board (CITB) benchmarks to calculate the number of jobs advertised through local employment channels.

¹⁵ LBC, 2021. Camden Planning Guidance – Employment Sites & Business Premises

¹⁶ LBC, 2021. Camden Planning Guidance – Employment Sites & Business Premises

- 5.13 The relevant CITB benchmark outlines that 14 local jobs should be created for every £100m of construction spend.¹⁷ Applying this benchmark to the total full construction cost of £498m results in a requirement for 70 local people to be recruited into new jobs. The Applicant will make reasonable endeavours to achieve this target.
- 5.14 It has been agreed with LBC that fulfilment of this target for local job seekers could be enabled over both the construction phase (included pipeline STEAM-related opportunities within the construction phase [see subsection **Delivery plan**]) and operational phase.

Enable 50 two-week work experience placements

- 5.15 LBC planning guidance outlines that developers are expected to provide one, two-week work experience placement per 20 net additional housing units or 500sq m of net additional employment floorspace.¹⁸ It is assumed that this is a GIA measurement of floorspace. The Proposed Development will deliver 24,999 sqm (GIA) of net additional employment floorspace. Therefore, the Applicant will make reasonable endeavours to achieve 50 two-week work experience placements.
- 5.16 It has been agreed with LBC that fulfilment of this target for two-week work experience placements could be enabled over both the construction phase (included pipeline STEAM-related opportunities within the construction phase [see subsection **Delivery plan**]) and operational phase.

Deliver financial contribution for LBC employment and training services

- 5.17 LBC planning guidance outlines that LBC will seek s106 financial contributions to be used by the council's Economic Development service to support initiatives which create and promote employment and training opportunities and to support local procurement initiatives in LBC.¹⁹ The financial contribution is calculated as follows

Net increase in floorspace (sq m GIA) / 12sq m [space requirement per full time employee] = full time jobs created. Full time jobs created X 21% [% of Camden residents who work in Camden] X 35% [% of employees requiring training] X £3,995 [£ per employee requiring training].

- 5.18 The Proposed Development experiences a net increase in floorspace of 24,999 sqm (GIA) and therefore the Applicant will make reasonable endeavours to provide a financial contribution of £611,709.91.

Delivery plan

Overall principles

- 5.19 As detailed in the Applicant's vision statement (**paragraph 5.5**), the nature of the Proposed Development, and the Applicant's existing anchor and experience within Regent's Place, is that there is an exciting opportunity to deliver both construction and STEAM-related employment and skills initiatives. The Applicant will seek to enable apprenticeships and/or internships, in partnership with local providers, that supports LBC residents into careers with STEAM businesses within the building and wider Knowledge Quarter This programme would be in addition to current programmes at Regent's Place, but would work with and consult

¹⁷ CITB, 2017. Client-Based Approach To Developing and Implementing An Employment and Skills Strategy On Construction Projects – Contractor and Developer Guidance – England

¹⁸ LBC, 2021. Camden Planning Guidance – Employment Sites & Business Premises

¹⁹ LBC, 2021. Camden Planning Guidance – Employment Sites & Business Premises

with local infrastructure, including LBC, to understand priorities and the most effective delivery methods to maximise outcomes for LBC residents.

- 5.20 In addition to this, such is the scale of the Proposed Development's construction project, there is uncertainty whether delivery of all employment and skills initiatives, particularly apprenticeships, is feasible and deliverable in the construction phase alone. The Applicant has shared evidence with LBC detailing that due to the capacity of local construction skills providers, the feasibility of sourcing 155 apprenticeships for the Proposed Development, solely in the construction phase, is unlikely.
- 5.21 A delivery plan which enables flexibility between delivering apprenticeships both in the Proposed Development's construction phase and operational phase has dual benefits. It facilitates working within the local capacity constraints for apprenticeship provision, whilst also benefitting local residents by providing access to STEAM-related opportunities in an exciting sector – a sector which is often less accessible to residents living in areas of higher deprivation. Delivering employment opportunities in the operational phase also facilitates good long-term employment for LBC residents.
- 5.22 Therefore, the main principle of the delivery plan, is that the Applicant will make reasonable endeavours to deliver against the targets in both the construction phase and operational phase and that any unmet targets from the construction phase can roll over into the operational phase.
- 5.23 In delivering the employment and skills plan, and working towards the targets set out in subsection **Commitments** above, the Applicant will use reasonable endeavours to ensure:
- Wherever possible, vacancies secured as part of the Employment & Skills Plan are to be filled by local people residing in LBC;
 - If it is not possible to fill a vacancy with an LBC resident, the Applicant will make reasonable endeavours for vacancies to go to Central London Forward boroughs (a group LBC cooperates with on local training initiatives which comprises the London Boroughs of Kensington and Chelsea, Lambeth, Southwark, Westminster, Wandsworth, and the City of London);
 - All employees, contractors' employees and sub-contractors' employees in the construction and operational phase are paid at a rate not less than the London Living Wage;
 - All construction contractors and sub-contractors on site provide information about construction vacancies arising as a result of the construction phase of the Proposed Development to the Euston Skills Centre;
 - The Euston Skills Centre is supplied with a full labour programme demonstrating what skills and employment are needed during the construction phase (with six monthly updates); and
 - LBC is provided with a detailed six-monthly labour return for monitoring the employment and self-employment profile of all workers referred by the Euston Skills Centre and employed during the Construction Phase.

Delivery plan by project phase

- 5.24 As part of the development of the draft Euston Tower Employment & Skills Delivery Plan, labour supply analysis was developed to estimate the most likely approximate distribution of employment opportunities through different stages of the Proposed Development's project life cycle. This analysis has been shared with LBC and the results are displayed in **Table 19**.

Table 19 – disaggregation of employment and skills initiatives by project phase

Project phase (opportunity)	Timing (approximate)*	Apprenticeship (indicative split)*	Job (indicative split)*	Two-week work experience (indicative split)*
Construction phase (construction-related)	2027 – 2032	80 starts	45	24
Construction phase (STEAM-related)	2027 – 2032	30 starts	10	9
Operational phase (STEAM-related)	2032 – 2040	45 starts	15	17
Operational phase ('rolling')	2032 – 2037	5 'rolling' apprenticeships	-	-
Total	-	160	70	50

* timings are provisional, approximate, and are subject to change depending on when construction commences.

5.25 The below subsections provide further details on the delivery plan for each of the different type of employment and skills opportunity.

Construction phase (construction-related)

5.26 The Applicant will use Labour Force Analysis to determine when different labour requirements will arise dependent on the project phase. This will then inform when different numbers of apprenticeships will be required. Forward planning and early engagement with providers will occur to ensure apprenticeship starts align with the requirements of the project phasing.

5.27 Whilst a detailed Labour Force Analysis has not yet been completed, Volterra, on behalf of the Applicant have prepared an indicative histogram based on known duration of different elements of the construction project, the estimated costs of these elements, and the Gross Value Added (GVA) per worker for the average construction worker. This histogram provides an early indication of labour force requirements and has been shared with LBC.

Construction phase (STEAM-related)

5.28 The Applicant recognises the efforts already being made to develop a pipeline of STEAM-related employable skills to support the growth of STEAM-related industries in LBC. The Applicant therefore aims to enable 30 residents of LBC to access STEAM-related apprenticeships, 10 residents of LBC to access STEAM-related jobs, and 9 residents of LBC to access two-week work experience placements or an equivalent positive impact. This will be delivered through a bespoke programme developed in partnership with LBC and with a local partner (e.g., with Camden Council-supported LIFT [Leading Inclusive Futures through Technology]), during the project's construction phase.

5.29 The Applicant's contribution to this initiative may be in the form of direct funding and / or shaping and delivering programmes and experiences that support skill development. This could be, for example, insights into property management and lab technician roles, site/facilities visits, etc.

5.30 Through engagement with local partners, the Applicant and LBC will agree the costs of the programme; however, this should not exceed £600,000 (the equivalent to the financial penalties for failing to recruit 30 apprentices).

Operational phase

- 5.31 The Applicant will engage with prospective occupiers of the Proposed Development towards the end of the project's construction phase (from approximately 2030) to understand their individual requirements with an aim to develop a bespoke employer-led employment and skills programme.
- 5.32 The programme will align with and expand pre-existing local employment and skills programmes, including the Applicant's 'Bright Lights' programme, which already provides genuine employment opportunities at Regent's Place and further afield. Through this, the applicant aims to enable the recruitment of the remaining 50 apprentices (45 plus a further 5 'rolling' apprenticeships), 15 job seekers into permanent roles, and 17 two-week work experience placements.
- 5.33 As part of this, the Applicant is committed to enabling two property services related apprenticeships directly through their activities. These apprenticeships could, for example, be focused on property management, and may include managing lab-enabled spaces.
- 5.34 Through this engagement, the Applicant will understand when opportunities could be created. As per guidance, the operational phase is defined as an eight-year period, beginning post occupation. For the Proposed Development, occupation is projected to begin from 2032 with the operational phase ending in 2040 at the earliest. If occupation comes later and / or is staggered (i.e., only a portion of the space is occupied initially) the operational phase period may extend beyond 2040.
- 5.35 As part of the engagement, the Applicant will promote good recruitment and employment practice and work with prospective occupiers to connect them locally (for example, with Camden STEAM and LBC's school engagement programmes). The Applicant will also aim to engage with occupiers and ensure that employment opportunities are shared with LBC's Inclusive Economy team.

Emerging opportunities – internships and T Level qualifications

- 5.36 Many companies, including those working in STEAM sectors, can find it challenging to enable and accommodate specific employment opportunities such as apprenticeships.
- 5.37 Informed by recent engagement, the Applicant has identified an interest in companies offering paid-for internships. It is proposed that internships paying London Living Wage are enabled in lieu of apprenticeships at a yet-to-be-agreed rate. The rate could be, for example, 1:1.37; i.e., for every 1 week of apprenticeship provision, 1.37 weeks of internship placement can be provided. This has been informed by guidance from the Impact Evaluation Standard (IES).
- 5.38 The Applicant will explore delivery of paid internships if it is better suited to local need and demand at the time of delivery and will continue to collaborate with LBC on this.

Flexibility moving forward

- 5.39 The key to a successful employment and skills plan for the Proposed Development will be ensuring it is flexible and adaptive to changes in the local employment market. Indeed, many variables may impact the provision of local employment opportunities through the Proposed Development's life cycle including:
- The capacity of local education providers to support in recruiting for local employment opportunities.
 - The changing nature of STEAM-related industries, specifically their requirements for workspace and talent. It is inevitably uncertain which businesses will occupy the workspaces and lab-enabled space. This naturally brings a degree of uncertainty concerning the associated employment and skill development opportunities that may be available at the Proposed Development from 2030 and beyond.

5.40

Maintaining flexibility is integral. The draft Euston Tower Employment & Skills Delivery Plan shared with LBC is therefore subject to change and our approach and targets should be reviewed with LBC periodically throughout the project's construction and end-use phases.

Contact Us

volterra.co.uk

info@volterra.co.uk

020 4529 1736

Chester House
1-3 Brixton Road
London
SW9 6DE

Disclaimer

COPYRIGHT: The concepts and information contained in this document are the property of Volterra Partners LLP. Use or copying of this document in whole or in part without the written permission of Volterra Partners LLP constitutes an infringement of copyright.

This work contains statistical data from ONS which is Crown Copyright. The use of the ONS statistical data in this work does not imply the endorsement of the ONS in relation to the interpretation or analysis of the statistical data. This work uses research datasets which may not exactly reproduce National Statistics aggregates.

LIMITATION: This report has been prepared on behalf of and for the exclusive use of Volterra Partners LLP's Client, and is subject to and issued in connection with the provisions of the agreement between Volterra Partners LLP and its Client.

Volterra Partners LLP accepts no liability or responsibility whatsoever for or in respect of any use of or reliance upon this report by any third party.