

# MOUNT ANVIL EMPLOYMENT AND SKILLS PLAN

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## London Borough of Camden

# Construction Employment, Skills and Supply Plan

The London borough of Camden is well placed to support developers and contractors to meet the outcomes identified within the Employment and Skills 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 Employment, Skills and Supply Plan (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 Employment and Skills Plan (ESP) and accompanying method statement. This details how organisations will approach the delivery of these outcomes and identify any additional outputs they consider achievable. The ESP 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.

### **Benchmark – Employment and Skills Outcomes**

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

No.	New Entrants - Skills development	Numbers
1.	School/College Site Visits – number	3
2.	School/College Site Workshops – number	3
3.	College Research Project	N/A
4.	Work experience 14-16 – person weeks	10
5.	Work experience 16+ years – person weeks	10
6.	Apprentices – existing - person weeks	N/A
7.	Apprentices – project initiated starts	24
	<b>Skills Culture</b>	
8.	Employment – number of roles created	25-30
9.	Locally procured good and services – value £'s	10%

The output figures for the ESP 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.

### Employment & Skills 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 ESP
- ii. which trades or occupational areas will be offering apprenticeship opportunities
- iii. which types of apprenticeships will be offered i.e. broken down by trade
- iv. how the target outputs as set out in the Employment & Skills Plan will be delivered
- v. how any health & safety issues will be managed
- vi. what actions will be taken to ensure the requirements are cascaded down to trade contractors working on the project to ensure compliance
- vii. how compliance will be managed with respect to the Contractor's trade contractors

In delivering sustainable developments, Mount Anvil want to uphold a positive and encouraging social role within the communities that we work in. Ensuring that we deliver practical, on the job, training opportunities on our sites, is paramount to fulfilling this role. Mount Anvil are committed to promoting and encouraging participation via employment and training opportunities throughout the lifetime of the project. Where possible, we can be sure that communities in which we work see tangible economic and social gains. This plan will outline the scope and depth of the Employment and Skills Plan (ESP) and opportunities that will be delivered by Mount Anvil in connection with The London Borough of Camden (LBC) and Kings Cross Construction Skills Centre (KXCSC) during the redevelopment of the project.

I .Below are the contact details of those who will be responsible for managing the overall Employment and Skills Plan and Local Procurement requirements.

<b>Role</b>	<b>Name</b>	<b>Company</b>	<b>Contact Details</b>
Community Liaison Officer	Mari Chisholm	Mount Anvil	0207 776 1682 <a href="mailto:mchisholm@mountanvil.com">mchisholm@mountanvil.com</a>
Senior Quantity Surveyor	Alexander Bland	Mount Anvil	0207 776 1693 <a href="mailto:abland@mountanvil.com">abland@mountanvil.com</a>

ii. Mount Anvil expects the following trades and occupational areas to offer apprenticeships during construction:

<b>Job Descriptions</b>	<b>Anticipated Start Date on Site</b>	<b>Number of Roles Anticipated</b>
Logistics	01.05.2016	
Ground Workers	09.06.2016	
Façade Retention	30.06.2016	
Dry lining	31.10.2016	
Flooring	31.10.2016	
Kitchen Installations	12.12.2016	
Ceramic Tiling and Stonework	14.11.2016	
Electrical Fit-Out	28.11.2016	
Mechanical Fit-Out	28.11.2016	

iii. Mount Anvil intend to provide traditional apprenticeships to residents living in the Borough of Camden. This preferred approach combines studying at college (or through a training provider) with experience on-site for a minimum of a 52 week period. This is the most common way for apprentices to gain qualifications and practical experience. The KXCSC is a CSCS facilitator and will be working with the College of North West London in order to train apprentices.

iv. Mount Anvil have organised to have meetings with LB Camden and KXCSC ahead of any works commencing on site, this way we can be sure that all potential apprenticeship vacancies can be highlighted accordingly to safeguard our commitments to LB Camden as per the S106 Agreement. All contractors and sub-contractors are to provide information about vacancies arising as a result of each Construction Phase, to the KXCSC. Job descriptions will be given to KXCSC in order to detail roles and responsibilities and to match roles to prospective candidates. KXCSC will then look to source potential candidates to fill the roles being offered. Job opportunities will be ring fenced and advertised solely through KXCSC for 1 week. If no suitable candidates are found within the period, we will then advertise the opportunity to a wider audience using LB Camden and other appropriate agencies such as the Jobcentre, Connexions, etc.

Mount Anvil will work seamlessly with the KXCSC and supply them with a full predicted labour programme for the life time of the development. The programme will detail what skills and employment are needed throughout the lifetime of the programme; and, measures to ensure that these needs are met. This information must also be cascaded down to the LB Camden in order to ascertain figures and statistics on the number of residents employed on the project etc.

v. The ideal candidate will assist experienced tradespeople in order to understand the project, role and tasks at hand. We will bear in mind their inexperience and possible lack of knowledge of potential health and safety risks and they will therefore be supervised at all times and will receive a full health and safety induction at the

start of the placement. Further internal training sessions will be delivered to apprentices as well as tool box talks etc.

vi. Sub-contractors will be contracted on the basis that they comply and work co-operatively with the above plan and with KXCSC to ensure apprentice targets are met. There will be clauses set out in their contracts which clearly stipulate the number and type of apprentices they are required to employ over the duration of their contract. Whilst in discussions with the trades ahead of entering into any contractual relationship we are seeking advice and comfort from the sub-contractors as to how they will manage their obligations to ensure we are considering this as a part of their tender and whether or not they are suitable for the trade package.

vii. Monthly reviews will be had with subcontractors in order to evaluate their commitments and assess progress in terms of apprenticeship recruitment from within the LB Camden to ensure any issues are not left to the end of the contract when they will be harder to resolve. As mentioned above we will include clauses in the relevant sub-contractors contracts to ensure that employing the required number of apprentices is a key contractual obligation of their appointment.

### **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 ESP template will provide additional value. **(Max 350 words)**

Mount Anvil intend to visit local schools and give presentations on Health and Safety and construction in general, which we hope will inspire younger generations to look for careers within construction. We will not only work with local schools but we will liaise with LB Camden about schools which they feel may benefit from career talks and expositions from the Project Team that are within the Borough.

Mount Anvil aim to attend workshops and give presentations where possible, in order to inform and give information about the project and roles that the redevelopment will create, with a view to employing local LB Camden residents as well as apprentices. We hope to engage sub-contractors as well and ask them to also attend these workshops in conjunction with LB Camden and KXCSC, in order to advertise vacancies and inform residents about their trades and working in the construction industry. We hope that this will help work towards fulfilling our S106 Agreement by attracting talent and creating jobs for local people.

Mount Anvil also hope to host a number of site visits for residents and users of the KXCSC service with the aim of educating them about the project. We also hope to supply the community with work experience and placements not only on site but within the project team as well either shadowing or fulfilling office based roles that are equally as important as the site based roles. Most secondary schools schedule work experience in the summer months, namely July. As we are aware there may be a surplus amount of students needing placements, Mount Anvil will aim to secure a number of placements during this time. Mount Anvil intend to work closely with the 14-19 Team and Inspire, to fulfil this.

Regular monthly meetings will be had with our sub-contractors to ensure that they are using their best endeavours to recruit and employ locally, LBC officers may be invited to join from time to time. Mount Anvil will also meet regularly with LBC and KXCSC in order to maintain to good working relationship and ensure that are parties are happy with the progress being made with regards to adhering to the ESP and fulfilling our S106 obligations.

## Monitoring arrangements

The Organisation will be required to provide a **monthly report**. This is to include an update of the ESP 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 ESP 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 ESP
- ii) their commitment to achieving the goals and
- iii) any additional value-added contribution that the contractor was able to deliver as an enhancement to the contract ESP.

## Commitment to local employment and supply chain

In order to recruit residents from the LB Camden, we will commit to working with the Kings Cross Construction Skills Centre as per clause 17.2.1 of the S106 Agreement. Mount Anvil will liaise with KXCSC about specific roles that will be required on site, which have been set out in this ESP. We will ask KXCSC to screen residents to gain an understanding of the type of work they want to do and the realistic expectations of the roles and tasks that they can carry out. This type of screening will help match the right apprentices into suitable roles.

As well as engaging with KXCSC we will be working closely with the LB Camden to support residents into the Employment and training programme by increasing awareness of the programme and the recruitment process for the project. We aim to create a number of job opportunities onsite which will be ring fenced and advertised solely through KXCSC for 1 week prior to them being advertised anywhere else. If no suitable candidates are found within that week, we will then advertise the opportunity to a wider audience using LB Camden and other appropriate agencies such as the jobcentre. Mount Anvil is committed to adopting a local approach of recruitment and this model ensures that apprentices are resident in the London Borough of Camden and are self-motivated and want to learn in the first instance.

As per the S106 agreement, a minimum of 20% of the Workforce on the Kings College site will be comprised of residents from the LB Camden. This will ensure that the redevelopment compliments and benefits the local labour market and economy by raising skills and enabling local people to compete for the jobs generated. This will then equip residents with a strong skill set which they can use to start or further their careers.

We also hope to host a minimum of at least one 'Meet the Buyer' workshop with the purpose of helping to improve the economic prosperity and diversity in the local area and to support small and medium enterprises within the LB Camden. We anticipate that these workshops will encourage smaller local businesses to tender for construction contracts in relation to the development; thus giving back to the community and building upon the local economy. Further to this, Mount Anvil will utilise the Supplier Directory given by LB Camden in order to have local businesses tender for packages related to the scheme.

**Development Name: Hampstead Manor**

(This should be completed for each year of the development and accompanied by a Method Statement – YEAR 1)

Employment and Skills areas	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12	Summ. No.	Summ. P/W.
<b>NEW ENTRANTS</b>														
<b>1. School/College/University Site Visits</b>		1				1				1			3	
<b>1a. Site visits – No. of students</b>		5				5				5			15	
<b>2. School/College Workshops</b>			1				1				1		3	
<b>2a. Workshops – No. of students</b>			10				10				10		30	
<b>3. University Research</b>	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A		
<b>4. Work Experience 14-16 Years</b>							3						3	
<b>5. Work Experience 16+ years</b>						2	2		2				6	
<b>6. Apprentices – Starts (construction weeks)</b>	2	2		2	2			2			2		12	
<b>7. Employment – (number of Camden residents supported into employment)</b>			2			2				2			6	
<b>8. Value of local procurement £'s</b>														

**Development Name: Hampstead Manor**

(This should be completed for each year of the development and accompanied by a Method Statement - YEAR 2)

Employment and Skills areas	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12	Summ. No.	Summ. P/W.
<b>NEW ENTRANTS</b>														
<b>1.School/College/University Site Visits</b>	1				1		1			1			4	
<b>1a. Site visits – No. of students</b>	10				15		15			10			50	
<b>2. School/College Workshops</b>		1		1				1				1	4	
<b>2a. Workshops – No. of students</b>		10		10				10				10	40	
<b>3. University Research</b>	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A		
<b>4. Work Experience 14-16 Years</b>				1			3		1				5	
<b>5. Work Experience 16+ years</b>			1		1			1			1		4	
<b>6.Apprentices – Starts (construction weeks)</b>	2		2			2							6	
<b>7. Employment – (number of Camden residents supported into employment)</b>		1		1			1			1			4	
<b>8. Value of local procurement £'s</b>														



**Development Name: Hampstead Manor**

(This should be completed for each year of the development and accompanied by a Method Statement – YEAR 3)

Employment and Skills areas	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12	Summ. No.	Summ. P/W.
<b>NEW ENTRANTS</b>														
<b>1. School/College/University Site Visits</b>		1		1			1			1			4	
<b>1a. Site visits – No. of students</b>	3			3			3			3			12	
<b>2. School/College Workshops</b>		1			1			1			1		4	
<b>2a. Workshops – No. of students</b>		10			10			10			10		40	
<b>3. University Research</b>	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A		
<b>4. Work Experience 14-16 Years</b>							1						1	
<b>5. Work Experience 16+ years</b>							1						1	
<b>6. Apprentices – Starts (construction weeks)</b>	2												2	
<b>7. Employment – (number of Camden residents supported into employment)</b>					2							2	4	
<b>8. Value of local procurement £'s</b>														

## Summary of the Employment and Skills areas

The purpose of this section is to provide outline details of the Employment and Skills areas that are contained within the Employment

<b>NEW ENTRANTS</b>	
<p><b>1. School / College / University site visits</b> – visits by students to the site to support their learning.</p> <p><i>1. ESP monthly outputs</i> – number of visits,  <i>1a. ESP monthly outputs</i> - number of students  <i>1.ESP Summary information</i> – total number of visits,  <i>1a.ESP Summary information</i> - 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><i>2. ESP monthly outputs</i> – number of workshops,  <i>2a. ESP monthly outputs</i> - number of students  <i>2. ESP Summary information</i> – total number of workshops,  <i>2a. ESP Summary information</i> – total number of students</p>
<p><b>3. Research projects</b> - supporting schools, colleges and higher education with provision of information, resources and access.</p> <p><i>3a. ESP monthly Outputs</i> – number of research projects ongoing  <i>3b. ESP Summary information</i> – total number of research projects that have been undertaken on the scheme</p>	<p><b>4. Work experience - 14-16 years</b> – work experience placements with the site team or trade contractors. This can include block placements of one week or more, or one / two days per week.</p> <p><i>4. ESP monthly Outputs</i> – number of placements  <i>4. ESP Summary information</i> – total number of placements and number of person weeks</p>
<p><b>5. Work experience 16+ years – details as for 14-16 years</b> – can also include University Student placements which will be particularly relevant for the larger projects</p> <p><i>5. ESP monthly Outputs</i> – number of placements  <i>5. ESP Summary information</i> – total number of placements and number of person weeks</p>	<p><b>6. Apprentices 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.</p> <p><i>7. ESP monthly Outputs</i> – number of starts in month for project initiated apprentices  <i>7. ESP Summary information</i> – i.) total number of project initiated apprentice starts, ii) total number of person weeks</p>
<p><b>8. 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><i>ESP monthly Outputs</i> – number of individuals who have been supported  <i>ESP Summary information</i> – 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>9. Value of local Procurement</b>            State the value of locally sourced good and materials</p>

## **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::

##### **1. Job Brokerage**

Kings Cross Construction Skills Centre has a dedicated team to support Construction Recruitment. This free service has considerable experience of supporting contractors to employ appropriately qualified job ready candidates.

The team works with Jobcentre Plus and the full range of other providers of employment and skills services working in the borough. The group has a dedicated job brokerage team and can handle recruitment events for employers. Vacancy details are circulated to every provider serving borough residents with the Group guaranteeing to quality control/sift applicants to ensure that only job ready clients are matched to employer opportunities. Contact Anita Khan 0207 974 5169 (Employment and Training Coordinator)

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

**2. 14-19 Team** 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 **Tom Humphreys 0207 974 1667 (Work Experience Coordinator)**

[Thomas.humphreys@camden.gov.uk](mailto:Thomas.humphreys@camden.gov.uk) for further information

### **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.