

Employment, Skills and Supply Plan

Site Address: Athlone House, Hamstead Lane, Highgate, London, N6 4RU

Planning Ref Number:

Developer: Private Client

Main Contractor: Knight Harwood

Build Value: £30M

Planned Start Date: 27/11/17

Planned Completion Date: 31/01/20

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.

No.	New Entrants - Skills development	Numbers
1.	School/Ciriculum Based Activities / College Site Visits – number	x2 school visits/year. Total = 4
2.	School/College Site Workshops – number	x1 school/college workshop/year. Total = 2
3.	Work experience	x2/year. Total = 4
3a	14-16 years – person weeks	0
3b	16+ years – person weeks	0
4.	Apprentices – New starts	X10/year
Skills Culture		
5.	Employment – number of roles created	20 Over the course of the project.
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
 The Knight Harwood Project Executive, Jason Marshall will be responsible for the delivery of the ESSP and will be the principal contact. He will be supported by 1 or 2 members of the site based project team. Names to be confirmed.
 Jason Marshall – Project Executive
 (m) 07894512918
 (e) jmarshall@knightharwood.com

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

The subcontractors for each respective trade package have not been decided yet as the tendering process has not commenced. We will however be targeting the following packages:

- Mechanical
- Electrical
- Plastering
- Drylining
- Brickwork
- Landscape/groundworker
- Project administration/document controller
- Joinery/Carpentry
- Structural/General Builderswork
- Roofing

iii. Which types of apprenticeships will be offered i.e. broken down by trade

- Plumbing
- Electrician
- Plasterer
- Drywall/Ceiling fixer
- Bricklayer
- Stone mason
- Landscape technician
- Document controller
- Project administrator
- Carpenter
- Roofer
- Structural/General Builderswork

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

School/College Visits/Workshops

Knight Harwood will make arrangements via the Kings Cross Construction Skills Centre to engage with local school/college students. This will consist of members of Knight Harwood carrying out presentations/workshops or discussion forums on construction, business, employment and educational topics. The particular topics, timing and location of these sessions will be agreed with the Kings Cross Construction Skills Centre. It is targeted that three sessions will be organised for 2018 and three for 2019.

For security and privacy reasons (the project is a family home), it is not anticipated that any site visits will take place.

Work Experience

Knight Harwood will initially make contact with the Kings Cross Construction Skills Centre (14-19 team) and with their input will make contact with an appropriate local Camden school(s) in order to make the necessary arrangements for work experience placements. It is intended that we will arrange two, one week work experience placements in 2018 and two in 2019. Timing to be agreed, however on previous experience this is likely to be in July or August, subject to agreement with the respective school/students. Knight Harwood will ensure that a structured itinerary for the week will be produced to provide each student with a broad range of construction experience over the course of the week. Each student will be working for

Knight Harwood directly on a cross section of management disciplines such as site management, building services engineering, project planning and quantity surveying.

Apprenticeships

Knight Harwood will initially make contact with the Kings Cross Construction Skills Centre in order to source a number of apprentices. It is targeted that ten construction apprentices will be employed on this project in 2018 and ten in 2019. The subcontractors will be the “hosts” for these apprenticeships. It is anticipated that the subcontractors will use an apprenticeship training agency (ATA) such as K10, however this will be at the discretion of the respective subcontractors.

Employment

The project will promote employment opportunities and it is targeted that 20 employment roles will be created throughout this 2 year project. This will predominantly be achieved via the subcontractors working on the project and will be a mixture of construction disciplines. Knight Harwood will request that the relevant subcontractors contact the Kings Cross Construction Skills Centre in order to proceed with the necessary arrangements.

Procurement

There are a large number of trade packages being procured on a subcontract basis (in excess of 50). Prior to deciding on the list of contractors that will tender on this project, Knight Harwood will review our internal database of contractors and will endeavour to include a number of local contractors/suppliers from the Camden borough.

Within the tender enquiry documentation, Knight Harwood will clearly specify the requirements in terms of the ESSP deliverables for that particular package. This will ensure that the subcontractors are very clear on the desired targets and will make the relevant allowances in their tender returns.

Knight Harwood will request regular reports detailing the relevant subcontractors procurement profile to ensure that the procurement targets can be demonstrated. Any relevant supporting evidence will also be requested and recorded.

Knight Harwood will maintain a tracker document to monitor the procurement and sourcing of local goods and services throughout the project.

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

Knight Harwood will be responsible for Health and Safety on site. All managers and the approved subcontractors we engage with are trained and are competent to undertake the tasks required of them. All the required health and safety systems and procedures relevant to a project of this nature will be established and the Knight Harwood project team will monitor and police these as required. All site personnel will be required to attend a site specific inductions and health and safety will be a primary focus in these inductions. Toolbox talks will also be taking place on a weekly basis. No works will be permitted to take place on site without a task specific risk assessment and a method statement being carried out and communicated to the relevant personnel.

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

Knight Harwood will maintain ownership of the ESSP. We will establish the deliverables criteria for all subcontractors and ensure that the targets are clearly communicated. This will commence as early as possible during the tender stage. When each respective contractor is appointed a pre-start meeting will be held and the ESSP targets will be discussed and the strategy for moving forward agreed. KH will stay involved in the process throughout with regular interfacing with the Kings Cross Construction Skills Centre as well as regular monitoring of the deliverables/review meetings with the specific hosting subcontractors.

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

In respect to apprentices/employment, Knight Harwood will encourage that subcontractors

engage with these directly and are not reliant on sub-subcontractors to fulfil the required target deliverables.

Should a subcontractor rely on one of their own subcontractors ie a sub-subcontractor to achieve particular targets, then KH will ensure that the subcontractor maintains full ownership of this process including the compilation of relevant supporting documentation to demonstrate that the targets of the ESSP are being achieved. These will be requested to be submitted to Knight Harwood at regular intervals for inclusion in the overall project wide tracker.

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

Knight Harwood have defined a number of trade disciplines within this document which will be targeted for apprenticeships. These have predominantly been traditional trade types. On this particular project, by virtue of the nature of the project, there will be a very diverse range of trade packages including a number of highly specialist and unique trade disciplines. Knight Harwood will also consider these packages for hosting apprenticeships as and when appropriate which may present some very interesting and unique opportunities for training and development.

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.

Employment & Skills Plan
Development Name: Athlone House

(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.
NEW ENTRANTS														
1. School/College/University Site Visits													0	0
1a. Site visits – No. of students													0	0
2. School/College Workshops											1		1	
2a. Workshops – No. of students											20		20	
3. Work Experience							1	1					2	2
3a. 14-16 years													0	0
3b. 16+ years													0	0
4. Apprentices – New Starts (breakdown into specific trades)														
<i>Carpentry & Joinery</i>							2						2	48
<i>Mechanical</i>												2	2	8
<i>Electrical</i>												2	2	8
<i>Groundwork</i>		1											1	44
<i>Painting and decorating</i>													0	0
<i>Roofing</i>					1								1	32
<i>Structural / Builderswork</i>		1											1	44
<i>Brickwork / Stonework</i>					2								2	64
<i>Site administration / Document Control</i>		1											1	44
Total apprentice starts		3			3		2					4	12	
5. Employment – (number of			1	1	3	3	2	1	1	1	1		14	7

Camden residents supported into employment)														
4. Value of local procurement £'s	£125k	£125k	£125k	£125k	£125k	£125k	£125k	£125k	£125k	£125k	£125k	£125k	£1.5M	

2019

Employment and Skills areas	January	February	March	April	May	June	July	August	September	October	November	December	Summ. No.	Summ. P/W.
NEW ENTRANTS														
1. School/College/University Site Visits													0	0
1a. Site visits – No. of students													0	0
2. School/College Workshops											1		1	
2a. Workshops – No. of students											20		20	
5. Work Experience							1	1					2	2
3a. 14-16 years													0	0
3b. 16+ years													0	0
4. Apprentices – New Starts (breakdown into specific trades)														
<i>Carpentry & Joinery</i>		2											2	88
<i>Mechanical</i>													0	
<i>Electrical</i>													0	
<i>Groundwork</i>													0	
<i>Drylining / Plastering</i>	2												2	96
<i>Painting and decorating</i>	2												2	96

Landscape / Groundworker					1				1				2	48
Total apprentice starts	4	2	0	0	1	0	0	0	1	0	0	0	8	
5. Employment – (number of Camden residents supported into employment)	2	2	1	1									6	4
6. Value of local procurement £'s	£125k	£125k	£125k	£125k	£125k	£125k	£125k	£125k	£125k	£125k	£125k	£125k	£1.5M	

SITE NAME:	Athlone House
DEVELOPER / CONTRACTOR:	Knight Harwood
TOTAL PROCUREMENT VALUE	£30M
LOCAL PROCUREMENT TARGET (%)	10%

LOCAL PROCUREMENT TARGET (£)	£0
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NO OF LOCAL COMPANIES INVITED TO TENDER	0
NO OF LOCAL TENDERS RETURNED	0
NO. OF COMPANIES AWARDED	0
TOTAL LOCAL PROCUREMENT SPEND	£0
% LOCAL PROCUREMENT TO DATE	10%

DATE	WORKS PACKAGE	CONTRACT VALUE	LOCAL COMPANY	ADDRESS	POSTCODE (with space)	WARD

5. Summary of the Employment and Skills areas

NEW ENTRANTS	
<p>1. School / College / University site visits – 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>2. School workshops – educational workshop activities that are delivered by the contractor or their supply chain within the school or college, or on site. This is to support the Construction & Built Environment Diploma and other relevant areas of the educational curriculum.</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>3. Work experience 14-16 years and 16+ years This can also include University Student placements which will be particularly relevant for the larger projects</p> <p>3. monthly Outputs – number of placements 3. Summary information – total number of placements and number of person weeks</p>	<p>4. Apprentices New Starts- 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>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>5. Employment – number of roles created – individuals resident in Camden who have been directly appointed to work on this project. This could include Job Centre Plus pre-employment initiatives.</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>6. Value of local Procurement 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 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 (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)** for further information about how we can support you.