

CAMDEN TOWN HALL

LOCAL EMPLOYMENT & TRAINING PLAN

DELIVERY PLAN
DRAFT



Camden Town Hall

lendlease

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1. INTRODUCTION

The Camden Town Hall development is located on Judd Street and is bordered by Euston Road and Bidborough Street. Lendlease is set to commence construction activity in February 2020.

The Strategy will be led by Lendlease (the Main Contractor for the Project) on behalf of the London Borough of Camden (the Developer). The following people will be the principal points of contact:

Lendlease

- Tom Parrott – Project Director – Tom.Parrott@lendlease.com (07918 904 977)
- Zen Mumtaz – Socio Economic Lead – Zenab.Mumtaz@lendlease.com (07710 708 347)
- Dave Duggan – Environmental Sustainability Lead – Dave.Duggan@lendlease.com (07739 302 077)

2. METHOD STATEMENT

Lendlease will put in post Socio-Economic lead and use reasonable endeavours to manage the delivery of Section 106 targets, which are summarised below:

- The applicant should work to CITB benchmarks for local employment when recruiting for construction-related jobs as per section 68 of the Employment sites and business premises CPG
- Ensure that no less than 20% of the workforce (during construction) is comprised of residents of the London Borough of Camden (LBC)
- The applicant should provide 11 construction work placement opportunities of not less than 2 weeks each, to be undertaken over the course of the development, to be recruited through the Council's King's Cross Construction Skills Centre, as per section 70 of the Employment sites and business premises CPG
- If the build costs of the scheme exceed £3 million the applicant must recruit 1 construction apprentice per £3million of build costs and pay the council a support fee of £1,700 per apprentice as long as the apprentice is recruited through the KXCSC
- Recruitment of construction apprentices (or appropriate apprenticeship standards) should be conducted through the Council's King's Cross Construction Skills Centre. Recruitment of non-construction apprentices (or appropriate apprenticeship standards) should be conducted through the Council's Economic Development team.
- Advertise all construction vacancies and work placement opportunities exclusively with the King's Cross Construction Skills Centre for a period of one week before marketing more widely.
- Pay Construction Support Contribution for each construction industry apprentice (£1700 per apprentice employed through the KXCSC)
- Provide the KXCSC with a full labour programme for the lifetime of the Development (with six-monthly updates) demonstrating the skills needed throughout the programme and measures to ensure that these needs are met as far as possible through the provision of local labour
- If the value of the scheme exceeds £1 million, the applicant must also sign up to the Camden Local Procurement Code, as per section 71 of the Employment sites and business premises CPG

The project Socio-Economic Lead will engage with LBC Economic Development Team, to access local services and delivery partners. All opportunities that arise from the Camden Town Hall Development will be disseminated to LBC delivery partners including the Kings Cross Construction Skills Centre (KXCSC).

Lendlease's Socio-Economic Lead will be responsible for convening meetings with all Lendlease sub-contractors, ensuring that all opportunities are sent out locally via the named partners. Lendlease will work with the Kings Cross Construction Skills Centre to advertise job opportunities to local residents; we will use reasonable endeavours to ensure that sub-contractors offer exclusivity periods (of no less than 1 week) giving local residents first opportunity to apply for advertised roles and will encourage the consideration of all applications from local residents where the applicant meets the essential requirements of the advertised role (this initiative will be included within subcontracts).

3. PROJECT TARGETS

Construction work on Camden Town Hall is targeted to commence on site in 2020, Lendlease estimate that construction employment will peak at approximately 160 jobs for these activities. This figure reflects the on-site employment only and not the wider supply chain activity. Lendlease will pass down requirements to our supply chain and will provide LBC with detailed six-monthly labour return for monitoring the employment and self-employment profile of all workers referred by the Kings Cross Construction Centre and employed during the Construction Phase.

TABLE 1: Package Start Dates

| PACKAGE | Apprenticeship Target | Activity Start Date |
|----------------------------------------------------------|------------------------------|----------------------------|
| Structural Alterations and Blockwork | 2 | March 2020 |
| Refurb & New Steel Windows & Fire Screens | | May 2020 |
| Façade Restoration / Cladding Stone | | January 2020 |
| Curtain Walling, Lightwell Roof Lanterns, Ext Doors etc. | 1 | November 2020 |
| Install New Secondary Windows | 1 | January 2021 |
| Roofing | 2 | August 2020 |
| Architectural Metalwork | 1 | April 2021 |
| Mechanical & Electrical | 2 | September 2020 |
| Fire Stopping | | January 2021 |
| BMS | | October 2020 |
| Lifts | 1 | December 2020 |
| Security & Communications | | October 2020 |
| Fire Alarm | 1 | January 2021 |
| Carpentry & Joinery | 1 | March 2021 |
| Integrated Fit Out | 1 | February 2021 |
| Internal Stone & Terrazzo Finishes | 1 | May 2021 |
| Wayfinding Signage | | May 2021 |

4. LOCAL EMPLOYMENT

Lendlease's Socio-Economic Lead will be responsible for convening meetings with all Lendlease sub-contractors, ensuring that LBC/KXCSC are given full access to enable promotion/development of the relevant services.

Lendlease will work with KXCSC and West Euston Partnership to advertise job opportunities to local residents; LL will use reasonable endeavours to ensure that sub-contractors offer exclusivity periods (of no less than 1 week) giving local residents first opportunity to apply for advertised roles and will encourage the consideration of all applications from local residents where the applicant meets the essential requirements of the advertised role. Lendlease will include this requirement within subcontracts.

KXCSC will provide key elements of the delivery infrastructure to enable successful partnership working. This includes sector specific job brokerage and business support to secure local employment and skilling opportunities arising from the construction activity at Camden Town Hall. Lendlease's Socio-Economic Lead will engage with LBC Project Officers and KXCSC to access services and delivery partners. KXCSC and WEP will disseminate Camden Town Hall opportunities to appropriate delivery partners.

5. LOCAL SKILLS

In line with the CITB benchmarks Lendlease will use reasonable endeavours to target the delivery of 1 project-initiated apprentice per £3 million of build costs during the construction phase of the development. In line with the build cost the Camden Town Hall project will endeavor to deliver 14 apprentices throughout the construction phase of the project. During the tender process, we will evaluate potential suppliers on their ability to support social impact programmes including the employment of apprenticeships and we will contractualise appropriate delivery commitments. Table 1 (above) shows where we currently foresee apprenticeship opportunities being available.

The project's Socio-Economic Lead will work closely with subcontractors to identify apprenticeship positions and ensure these are advertised locally through KXCSC.

Lendlease will engage with North West College of London and other FE Colleges as required and offer 16 -19-year olds already undertaking a construction qualification the opportunity to visit a working site and gain experience from Lendlease staff and sub-contractors. We will offer site visits as well as industry work shops which will provide an insight to careers within the construction industry; i.e. BIM, Planning, Construction Management, Commercial Management, Marketing to name a few.

We will also work alongside Inspire Education Business Partnership to work with secondary schools across the borough promoting careers within construction and encouraging more women into the industry; this will be addressed via apprenticeship schemes, school visits, employability workshops and job/career fairs. LL will develop an engagement plan to ensure longer term more effective relationships and outcomes.

Lendlease will work with local secondary schools including Maria Fidelis and Regent's High School to identify and target Camden undergraduates in relevant subject disciplines, providing a series of events promoting Lendlease career pathways. These include a Day Release and Undergraduate sponsorship programme for Lendlease Construction and the Lendlease Graduate programme.

The Lendlease Graduate Programme recruits annually and offers placements in Construction, Consulting, Development and Finance. Applications are open for a 4-month period from October, with successful candidates commencing the Graduate Programme the following September. We will work with local colleges and universities to advertise this programme.

6. LOCAL PROCUREMENT

Lendlease will work in line with the LBC Procurement Code to ensure responsible procurement throughout the Construction period. LL will undertake monthly reviews of progress against objectives and co-ordinate with sub-contractors who are not compliant. In support of this LL will look to establish a worker's charter to which each sub-contractor will be required to commit. The charter will confirm the employment and skills deliverables for each sub-contractor which will be written into their contracts.

Obligations to the supply chain will be stepped down through subcontract documents which will be underpinned by a commitment to a "SME friendly" procurement framework that will give consideration to:

- Use of appropriate payment terms of no more than 30 days
- Establish programme level 'Good Practice' Standard e.g. Paying suppliers on time, cascading good practice, giving suppliers to raise poor payment practices
- Ensuring the complexity of the procurement process is proportionate to the size and scope of the potential tendering opportunity
- Establishing feedback arrangements to unsuccessful SME's

Lendlease will encourage their supply chain to use SME's where possible and identify any SME's currently on other projects who may be able to be brought across to Camden Town Hall to ensure consistent employment.

7. ADDED VALUE

Lendlease will introduce BeOnsite to LBC as a support referral organisation that can be utilised. BeOnsite, a not-for-profit set up by Lendlease in 2007, identifies jobs, provides tailored support, industry-led training and then, directly employs local people in the Lendlease supply chain. BeOnsite work closely with excluded groups, including long-term unemployed, ex-offenders and current serving prisoners, to break down barriers and support them into long term sustainable employment. BeOnsite has a proven track record of working alongside local jobs brokerages.

Lendlease are represented on the Mayor of London's Construction Skills Academy Network steering group. Lendlease will provide progress updates as appropriate to inform LBC Officers.

Lendlease will develop a community plan for the project which will include activities such as an annual 'Community Day' campaign supporting local charities and community groups (i.e. Camden Volunteer Centre) to volunteer for a campaign which will support the local community.

8. REPORTING

Lendlease will develop key performance indicators in line with the LBC Section 106 reporting and monitoring requirements. LL will report to LBC in line with the Construction Sustainability Requirements for Camden Town Hall. Lendlease will comply with the Data Protection Act with due attention to data storage and sharing of personal information.

9. POST COMPLETION (END USER EMPLOYMENT)

The Marketing strategy and lease agreements which will be entered into by the Council and new office and event tenants prior to occupation of the Office and events spaces will address the obligations set out in the s106 in relation to end user employment. Obligations will be passed down to new tenants via leases. The Council will seek to improve on the obligations in the s106 in line with the published Camden 2015 plan and will be confirmed in the report for 15 January 2020 Cabinet meeting. The agreed obligations will be discussed with Economic Development Local Procurement Team at least

three months prior to occupation.

In summary, the Council and its tenants will:

- Broker a meeting between the office tenant and event space tenant and Economic Development to discuss employment and skills objectives and agree steps to be taken to give effect to the Employment and Training Plan prior to occupation of the office and event space
- Following occupation, the Owner shall provide a rolling programme of End Use Apprenticeships (no less than 4 in total, 2 within the office workspace and 2 within the event space) and ensuring that each apprentice is:
 - (a) recruited in liaison with the Council's Economic Development Team;
 - (b) be resident in the London Borough of Camden;
 - (c) be paid at a rate not less than the London Living Wage;
 - (d) be employed on a fulltime basis for at least 52 weeks;
 - (e) be provided with appropriate on the job training or day release to enable the apprentice to train for and achieve a Level 2 or Level 3 Apprenticeship Framework qualification;
and
 - (f) be supervised by a member of staff within the completed Development
- Following occupation the Owner shall ensure no less than 6 work placements of no less than 2 weeks long (3 in the office and 3 in the event space) are provided to residents of Camden for the lifetime of the development

10. KEY STAKEHOLDERS

| Stakeholder Category | Stakeholder | Engagement Priority |
|-------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Residents living immediately adjacent to the project | <ul style="list-style-type: none"> • Queen Alexandra Mansions • Bloomsbury Residents Action Group • Private residents | These residents will be impacted by the changes and we want them to feel reassured, supported and that they can influence the changes. |
| Businesses surrounding the project area | <ul style="list-style-type: none"> • Local businesses <ul style="list-style-type: none"> ○ Dolphin Pub ○ RNIB ○ British Library | Although not directly impacted, businesses in the surrounding area will likely face disruption. We want them to feel informed and supported throughout and that they can benefit from new opportunities. |
| Community Facilities | <ul style="list-style-type: none"> • Kings Cross Neighbourhood Forum • Friends of Argyle Square • Camden Cyclists • Kings Cross Environment | We will work with community organisations to keep the community updated |
| Schools /colleges immediately adjacent to the project area. | <ul style="list-style-type: none"> • Argyle Primary School • Edith Neville Primary School – LL are Camden STEAM business partners • Maria Fidelis • Regents High • Other local primary/secondary schools | We will continue our work with local schools and colleges to support students in the area with employability/STEAM related support. We will use the CTH development as a vehicle for education support. |
| Community Groups | <ul style="list-style-type: none"> • Samuel Lithgow Youth Centre • Fitzrovia Youth in Action • C4WS Homeless Shelter • Urban Partners • New Horizons • Women into Construction • Regents Place Estate • Camden Giving | We will engage with local community groups to provide opportunities around skilling and employment as well as keeping them up to date with the development. |

11. ENGAGEMENT METHODS

| Objective | Approach | Tools | Deliverables |
|-------------------------------------------------------|-------------------------------|------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Build trust in the community | INFORM & CONSULT | Stakeholder meetings, newsletters, Notification of works letters | <ul style="list-style-type: none"> • Providing LBC with regular updates to form part of their newsletter for stakeholders and residents. • Attendance at local community/business forums |
| Engage community groups to benefit from opportunities | CONSULT, INVOLVE, COLLABORATE | Workshops, Stakeholder Meetings, Site Visits | <ul style="list-style-type: none"> • Work with community groups to identify the needs of the area and provide added value where we can |
| Communicate positive outcomes and shared value | CELEBRATE, COMMUNICATE | Internal and external communications and PR | <ul style="list-style-type: none"> • Work with LBC Comms team around communications and PR • Provide LBC with regular case studies around community engagement activities • Lendlease deliver |

12. COMMUNITY ENGAGEMENT ACTION PLAN

| Key deliverables | Objective | Action required | Target | Timescales |
|----------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|---------------------------------------|
| Employability Support | Providing residents of Camden and Islington sustainable job and apprenticeship opportunities as a result of the project. | Work with KXCSC in the first instance to recruit local candidates for apprenticeship opportunities resulting in sustainable careers. | 1 apprentice per £3million build costs | Ongoing throughout Construction phase |
| | | Advertising all job opportunities that arise as a result of the development locally (within Camden and Islington) | 20% of all operatives to be local | Ongoing throughout Construction phase |
| | | Working with various organisations to promote opportunities and encourage a diverse workforce (i.e. Women into construction, C4WS, Bounceback, Action 4 Disability etc.) | No Target | Ongoing throughout Construction phase |
| | | Providing local NEETs with work experience opportunities throughout the construction phase of the project | 3 individuals | Ongoing throughout Construction phase |
| Inspiring the Future Generation | Working with schools and youth organisations within Camden and Islington to raise aspirations and bridge the gap between education and employment | Offering work experience opportunities to local schools and community organisations via the project team. Placements will last a minimum of 2 weeks. | 8 individuals | Ongoing throughout Construction phase |
| | | Offering site visits to local schools and youth groups | 10 Visits throughout construction phase | Ongoing throughout Construction phase |
| | | Support Youth Employability Programmes (i.e. Business Challenge run as part of the Camden STEAM commission) | 5 events | Ongoing throughout Construction phase |
| Community Engagement and Volunteering | Engaging with the local community to add value via volunteering and charitable contributions | Lendlease run an annual 'Community Day' where teams volunteer their time to support charitable causes. The CTH team will pledge to support local organisations as part of this. This year we provided volunteer support to Argyle Primary school to paint and decorate their rooftop classroom. | The Camden Town Hall team will support one project as part of Community day per annum | Every October |
| | | Art Hoarding Competition with a local school | To run one | TBC |

| | | | | |
|--|--|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------|---------------------------------------|
| | | | competition with Argyle Primary School | |
| | | Where possible and where there is need, the CTH team will volunteer their time to support with local initiatives encouraging: Social inclusion, DIY and Education & Employability. To date we have run several employability sessions with local students covering 'Careers in Construction' | CTH team will endeavor to support 2 events per annum | Ongoing throughout Construction phase |

